

POMS

CHRONICLE

SECOND ISSUE 2018

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Nada R. Sanders
2019 POMS President
Distinguished Professor of Supply Chain Management
D'Amore-McKim School of Business
Northeastern University
Boston, MA 02115

Dear POMS members,

It is with great honor that I assume the Presidency of the Production & Operations Management Society (POMS), the preeminent society in our field. I am humbled to follow in a long line of eminent scholars such as J. George Shanthikumar, Manoj Malhotra, Edward Anderson, Asoo Vakharia, Chris Tang, Suresh Sethi, Luk Van Wassenhove, Marshall Fisher, Hau Lee, Cheryl Gaimon and other luminaries in our field who have contributed greatly to making POMS what it is today.

I joined POMS in 1990 and attended its inaugural meeting in Washington, DC that year. It has been extraordinary to witness how much POMS has grown from a small society to its current leading stature. POMS is an international professional organization representing the interests of POM professionals around the world.

Founded in 1989 by Kalyan Singhal, POMS published the inaugural issue of its flagship journal *Production and Operations Management (POMJ)* in March 1992. With the dedicated and tireless leadership of Kalyan Singhal, Sushil Gupta, Marty Starr, and other thought leaders in our field, membership in POMS and publication in *POMJ* have become hallmark of success for professionals in POM.

Consider that the flagship journal *Production and Operations Management (POMJ)* has become an essential outlet for leading edge POM research, and continues to grow in strength thanks to the selfless work of Kalyan, Subodha, and an all-star Editorial Board. Publications in *POMJ* are used for Tenure and Promotion decisions at most major schools around the world.

(Continued on page 3)

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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

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POM Journal

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POMS 30TH ANNUAL CONFERENCE MAY 2—MAY 6, 2019

Join us at the Washington Hilton 1919 Connecticut Avenue, NW Washington, DC for
the POMS 30th Annual Conference.

The Conference will be chaired by Prof Z. Max Shen, Chancellor's Professor Industrial
Engineering and Operations Research, Civil and Environmental Engineering, UC
Berkeley California, U.S.A.



FROM THE EDITOR



Anupam Agrawal
POMS Chronicle Editor
Texas A&M University

Dear fellow POMS member,

Welcome to the second issue of Chronicle for the current academic year. This year Chronicle completes 25 years: It is a long time in the journey of any magazine. Thank you for your support.

Chronicle comes out twice in an academic year. As we go forward, I would like to focus the first issue to chronicling the annual conference and the second issue to chronicling the progress of our society, our profession, and our conference. To that end, this issue contains pieces by POM members focusing on the work behind the scenes to make the conference happen, the growth of various sections of the conference and development of new themes. Ken Klassen details the life of a conference scheduler, Jack Kanet reflects on 15 years of POM's Emerging Scholars program, while Subodha Kumar and Rakesh Mallipeddi bring back memories of the lively e-debate, which entered its third year in 2018. We also have reports for two POMS colleges, the Doctoral Consortium, and POMS Sri Lanka Conference.

As I promised in the last issue, I would like to bring to each issue of the Chronicle a one-on-one conversation with one of the leading OM scholars. This issue contains the interview of one of the 2018 POMS fellows, Prof Ed Anderson from University of Texas. We will try to carry more interviews in the forthcoming issues: please send suggestions!

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.

PRESIDENT'S MESSAGE (CONTD.)

POMJ is also consistently included in top journal rankings, such as *The Business Week's List of Journals*, *The Financial Times List of Journals* and *The UT Dallas List of Journals*.

Today POMS has well over 2100 members across fifty-five countries. POMS continues to grow every year and provides outstanding service, with the POMS Board continuing to take initiatives to improve member benefits and services. Further, POMS is also increasing its focus on international outreach with organized conferences in Spain, Brazil, and Sri Lanka in 2018 alone. Conferences have been organized in Australia, India, Israel, and South Africa. As such, POMS has created a global footprint and international community of POM scholars.

The upcoming Washington, DC conference is the thirtieth POMS annual conference with the cutting edge theme of *POM in Data Driven Smart Decision Making Era*. This conference has attracted a record high number of abstract submissions (2483 so far). The Program Committee with Max Shen, Nan Yang, Ruxian Wang, and Sushil Gupta has done an outstanding job in organizing a superb event with excellent keynote speakers and mini-conferences, including the first "POMS-JD.com Best Data-Driven Research Paper Competition" - a competition of research papers that advance the frontier of data-driven methodologies for POM.

This leading edge event and record high turnout would take place in Washington, DC, where it all began thirty years ago. I am personally humbled to serve as President during this meeting and look forward to seeing each of you there!

With Best Wishes,
Nada

REFLECTING ON 15 YEARS OF POMS'S EMERGING SCHOLARS PROGRAM



Submitted by

Jack Kanet

University of Dayton

(AA's note: I requested Prof Kanet to write about the Emerging Scholars program; I am an alumnus! He painstakingly dug out all records for chronicling this important part of our Conference.)

It was 2004. I was the Conference Program Chair for the POM 2nd World Conference in Cancun. One morning over breakfast I was thinking, being that it was a world conference, that maybe we should introduce something new into the program... something special for junior faculty. That was the start of the annual POMS Emerging Scholars Program. The program completed 15 years in 2018. Here is a list of facilitators who helped it along the years.

Year	# of Scholars	Facilitators
2004 (Cancun)	19	Jack Kanet, Geoff Parker
2005 (Chicago)	24	Mike Gorman, Jack Hayya, Jack Kanet
2006 (Boston)	16	Craig Froehle, Jack Kanet, Mike Magazine
2007 (Dallas)	14	Mike Gorman, Jack Kanet, Shailesh Kulkarni, Martin Stößlein
2008 (La Jolla)	16	Mike Gorman, Jack Kanet, Martin Stößlein
2009 (Orlando)	15	Mike Gorman, Jack Kanet, Martin Stößlein
2010 (Vancouver)	8	Mike Gorman, Jack Kanet
2011 (Reno)	11	Mike Gorman, Jack Kanet
2012 (Chicago)	17	Mike Gorman, Jack Kanet
2013 (Denver)	19	Mike Gorman, Jack Kanet, Martin Stößlein
2014 (Atlanta)	14	Mike Gorman, Jack Kanet, Martin Stößlein
2015 (Washington D.C.)	15	Mike Gorman, Jack Kanet, Martin Stößlein
2016 (Orlando)	14	Jack Kanet
2017 (Seattle)	15	Jack Kanet, Martin Stößlein
2018 (Houston)	15	Jack Kanet

In the 15 years since, 32 different senior scholars in POMS have provided words of wisdom to 232 young scholars. Topics

have ranged from how to deal with journal editors and referees, to what are the best approaches to effective teaching, to how to strike a long-term peaceful work-life balance.

Here are the senior scholars who have contributed to the program, arranged from the year 2004 onwards.

Bernhard Fleischmann	2004, 2006
James Gilbert	2004, 2005, 2006
Sushil Gupta	2004
Robert Hayes	2004, 2006
Mike Magazine	2004, 2005
Ram Narasimhan	2004
Wickham Skinner	2004, 2005, 2006
Marty Starr	2004, 2005, 2006, 2007
Joe Blackburn	2006
Jo van Nunen	2005, 2006, 2007, 2008, 2009, 2010
Barb Flynn	2006, 2007
Jack Hayya	2006, 2007, 2008, 2009
Nadia Sanders	2006, 2007
Mike Gorman	2006, 2017
Linda Sprague	2008, 2009
Peter Ward	2008
Ken Boyer	2009
Peter Letmathe	2009, 2012, 2013, 2015, 2017
Marshall Fisher	2010, 2011
Wallace Hopp	2010
Katariina Kemppainen	2011
Roger Schroeder	2011
John Tyworth	2011
Luk Van Wassenhove	2011, 2012
Hans-Ulrich Küpper	2012, 2015
Charles Wells	2012, 2013, 2014, 2015, 2016, 2017
Vinod Singhal	2014
V. Sridharan	2014
Rainer Kolisch	2016
Rich Metters	2018
Stefan Minner	2018
Axel Tuma	2018

I think their sage advice has had a meaningful influence on the eventual success of all 232 of the young scholars. In perusing the list on the next page, one sees many once-junior scholars now among the ranks of prominent POMS figures. Many of these emerging scholars have now become leading senior scholars in our field; many of them are now leaders in the POMS organization, which is now, without question, the defining professional organization in production and operations management. I am proud to be a part of it.

POMS'S EMERGING SCHOLARS PROGRAM PARTICIPANTS 2004-2018

Muhammad Abdulrahman	Michael Galbreth	Zugang (Leo) Liu	Farooq Shiekh
Anupam Agrawal	Thomas Gattiker	Ilan Lobel	Tomoaki Shimada
Vishal Ahuja	Gary Gaukler	Florian Lücker	Jeff Shockley
Yasin Alan	Iuri Gavronski	Changyue Luo	Janaina (Jane) Siegler
Renata Albergaria de Mello	Shraddha Gawankar	Heather Lutz	Glauco Silva
Bandeira	Neil Geismar	Santosh Mahapatra	Keith Skowronski
Aydin Alptekinoglu	Joe Geunes	Binyamin (Benny) Mantin	Eirini Spiliotopoulou
Nezih Altay	Bilal Gokpinar	Marie Matta	Mahesh Srinivasan
Johanna Amaya	Kyle Goldschmidt	Purushottam Meena	Ravi Srinivasan
Saurabh Ambulkar	Xiting Gong	Mahour Mellat-Parast	Jon Stauffer
Gopesh Anand	Michael Gorman	Priscila Miguel	Harm-Jan Steenhuis
Aruna Apte	Alex Graeml	James Minas	Fabian Sting
Karca Aral	Erica Gralla	Gary Mitchell	Jack C. P. Su
Arash Azadegan	Gregory Graman	Daniel Mo	Nachiappan Subramanian
Raghdha Bahaa El-Din Taha	Stanley Griffis	Anand Nair	Christopher Sürie
Jiaru Bai	Qiannong (Chan) Gu	Michael Naor	Praowpan Tansitpong
A. Naeem Bajwa	Varun Gupta	Sriram Narayanan	Elham Torabi
Saurabh Bansal	Doug Hales	Julie Niederhoff	Weiyu Tsai
Mehmet Barut	Anthony Halog	Lakshmi Nittala	Anita Tucker
Marko Bastl	Chaodong Han	Adegoke Oke	Virpi Turkulainen
Ednilson Bernardes	Vincent Hargaden	Jesus Arturo Orozco Leyva	M. Ali Ülkü
Bogdan Bichescu	Steven Harrod	Deniz Ozdemir	Jasper Veldman
Stephan Billinger	Xiuli He	Koray Ozpolat	John Visich
Christoph Bode	Sebastian Heese	Seung-Kuk Paik	Charles Wang
Alistair Brandon-Jones	Gregory Heim	Raktim Pal	Lizhi Wang
Jay Brown	Jonathan Helm	Omkar Palsule-Desai	Shouqiang Wang
Tyson Browning	Michael Hoeck	Julie Paquette	Yingli Wang
Dan Bumblauskas	Kejia Hu	Mahour Parast	Mike Mingcheng Wei
Carol Cagle	Xiao Huang	Hyunwoo Park	Kim Whitehead
Almula Camdereli	Jessica Hwang	Joon Park	Sharon Williams
Steven Carnovale	Albena Iossifova	Hamieda Parker	Kaitlin Wowak
Janice Carrillo	Eric Jack	Surya Pathak	Chaojiang (CJ) Wu
Jimmy Chen	Mark Jacobs	Alfonso Pedraza-Martinez	Lifang Wu
Lijian (Lance) Chen	Tarun Jain	Pelin Pekgun	Qi Wu
Min Chen	Bin Jiang	Xianghui (Richard) Peng	Christina WY Wong
Geoffrey Chua	Mark Johnson	Xiaosong (David) Peng	Wenli Xiao
Eren Çil	Tracy Johnson-Hall	Susana Pereira	Xun Xu
Yan Cimon	Amit Kakkad	Sandun Perera	Mei Xue
Ben Clegg	Gulver Karamemis	Sergey Ponomarov	Tingting Yan
Toyin Clotney	Osman Kazan	Anyan Qi	Mesut Yavuz
Nagihan Comez	Katariina Kempainen	Qiang (Patrick) Qiang	Arda Yenipazarli
Philipp Cornelius	Janne Kettunen	Ahmad Rahal	Min Yu
Anupam Das	John Khawam	Morvarid Rahmani	Jie J. Zhang
Marisa de Brito	Yoon Hee Kim	Saibal Ray	Weiyong Zhang
Jelle de Vries	Emre Kirac	Justin Ren	Yinghao Zhang
Hugo DeCampos	Amarpreet Kohli	Pedro Reyes	Yue Zhang
Nicole DeHoratius	Emily Kohnke	Dina Ribbink	Zhi-Hai Zhang
Emre Demirezen	Guangwen (Crystal) Kong	Young Ro	Xuying Zhao
Xin (David) Ding	Jamison Kovach	Asif Salam	Sarah Zheng
Stephen Disney	Murat Kristal	William Sawaya III	Honggeng Zhou
Mike Dixon	Nisha Kulangara	Jorge Eduardo Scarpin	Quan (Spring) Zhou
David Dreyfus	Shailesh Kulkarni	Tobias Schoenherr	Yunxia (Peter) Zhu
Stephanie Eckerd	Nathan Kunz	Kirstin Scholten	
Gökçe Esenduran	Yong-Hong Kuo	Alex Scott	
Annabelle Feng	Lauren Laker	Enrico Secchi	
Mark Ferguson	Michelle Lane	Claire Senot	
Belleh Fontem	Timothy Laseter	Rachna Shah	
Monique French	Tao Li	Guangzhi Shang	
Craig Froehle	Xiaoming Li	Chunming (Victor) Shi	
Mike Fry	Yen-Ting Lin	Ruixia (Sandy) Shi	

THE LIFE OF A CONFERENCE SCHEDULER: THE JOYS AND CHALLENGES OF SCHEDULING A POMS CONFERENCE



Submitted by
Ken Klassen
Brock University

Schedules are fascinating. Scheduling is fascinating and challenging. Developing a good schedule is very rewarding. As a child I wondered why, when I arrived at the doctor's office with an appointment (so I knew he knew what time I would be there), why I had to wait. As many of you know my academic career includes a number of articles on appointment scheduling and a couple of articles analyzing hourly traffic patterns around university campuses based on student schedules. Over the years many other schedules have been developed by hand (either for remuneration or just to help), including: a better schedule for my hockey league, a better schedule for the kids club annual cub-car races, and a gourmet dining schedule for 12 couples who wanted to meet and eat in groups of 4 couples 4 times year, but never be with the same people until they had been with everyone else. It is interesting to me how challenged some non-operations people get when trying to create or improve a schedule, and I have really enjoyed helping others with all kinds of schedules over the years.

I've had the privilege of being the POMS Main Conference Scheduler for four years now and am looking forward to helping organize the 2019 conference. Based on comments from others, it seems that many are glad that they do not need to do the scheduling (even though many of us in OM are very capable schedulers) and at times I understand the lack of interest, but it is apparent that even amongst OM experts we all have our own skills and interests - and one of mine is scheduling. The fascination with schedules and scheduling is what keeps me coming back to help with the POMS schedule. There is a satisfaction in coming up with an efficient schedule when faced with multiple competing requirements and requests, and in seeing that play out at a large event such as the Annual

POMS Conference.

Over the four years the involvement with planning various Conference activities has grown - initially it included primarily the abstract schedule and the main conference timetable. This included learning the POMS conference management system and understanding the hotel layout, rooms and capacities. It also included helping plan the signage that is posted outside all the presentation rooms. Interaction was primarily with Sushil Gupta, our Executive Director. Over the next few years as more familiarity with Conference activities was gained, I began to work more closely with Conference and Program Chairs, the VP of Meetings, the Proceedings Coordinator, VP of Colleges, and the VP Sponsorship. It is fascinating how much work is required to plan and implement a successful conference for 2000 people. It is also admirable that most of this work is done by volunteers - I've been very privileged to work with so many good people that are committed to POMS.

The online conference management system that Sushil developed with our programming company (before I started) is impressive. It handles many aspects required for conference management, including abstract submittal and review, scheduling, registrations, printing proceedings, etc. Over the years we have asked for updates and improvements, most of which have been programmed in. This helps streamline the work even more.

So what does a POMS Conference Scheduler do? During the Fall there is little work for the scheduler as the Program Chairs and Track Chairs setup the Tracks, put out the call for abstract submissions, and Invited Session Chairs work on those sessions. The scheduler helps: update instruction documents, determine the schedule of due dates for the various stages of conference planning, and puts together the preliminary conference timetable. The real scheduling work starts once abstract acceptances are complete and Track Chairs have placed all abstracts into sessions (usually by mid-January). At that point I compare the demand (number of sessions) to the capacity (number of breakout rooms available at the ho-

(Continued on page 7)

THE LIFE OF A CONFERENCE SCHEDULER: THE JOYS AND CHALLENGES OF SCHEDULING A POMS CONFERENCE

(Continued from page 6)

tel), and together with Sushil and the Program Chairs, determine how many breakout session slots to create (for POMS each slot has 30-40 sessions run in parallel). In 2017 we needed 14 breakout session slots because the number of submissions was lower and the hotel was large, but in most years we need 15 or 16.

Then, using a spreadsheet, the scheduler plans the global schedule for each track, trying to place the larger tracks in the larger rooms, and trying to keep each track in the same room as consistently as possible. Putting two sessions from the same track in the same time slot is avoided unless the track is so large that it requires more sessions than there are breakout session slots. Sometimes we need to ask the hotel for more breakout rooms, and those are usually created by converting guest room(s) into small presentation room(s). There are also many special sessions to consider and fit in (e.g., Doctoral Consortium, Emerging Scholars, Meet the POMS Editor, Board Meeting, etc.).

After the global schedule is as good as possible, the scheduler creates the breakout session slots in the POMS Scheduling software system and inputs specific sessions into slots. Some tracks have special requests, such as when they would like their best paper session - those requests are accommodated if they are received early enough. Then the conflicts report is run in the software (shows which presenters have more than one presentation in the same time slot), and the scheduler trades sessions until the conflicts are resolved. The conflicts report is relatively new - it has only been programmed in the software for 2 years. It is an incredibly helpful script that reduces many emails from people telling me they have a conflict. After that the preliminary schedule is posted (early-mid February). This version of the schedule is as close to "optimal" as we get. After that there are many adjustments for various reasons.

March 1 is the deadline for presenting authors to register, after which all abstracts with non-registered authors are removed from the program. This is usually between 200-

400 abstracts!!, which results in many sessions going down to 3 presentations, and some going down to 1 or 2 presentations. Any session with less than 3 presentations is combined with another session, being sure not to move it too far from its original time slot because presenters may already have made their travel plans.

Although it is largely manual, the process described above runs fairly smoothly. What causes challenges (and lots of emails) is the changes. Change requests can come from presenters, session chairs, program chairs, etc. The later these are received the more difficult they are to accommodate, and sometimes it is just not possible. Some of these are quite reasonable; either part of the iterative planning process, or the result of an uncontrollable change of plans for the presenter. It is unfortunate when a request could have come much earlier, but comes late because the requester just didn't get around to comparing the conference schedule to their calendar. I say "unfortunate" because the goal is to produce the best schedule possible for every single attendee, and later requests can sometimes move us away from that.

For me, most aspects of the scheduling process remain enjoyable after doing it for a number of years. Creating the initial schedule is definitely the most enjoyable aspect. Making subsequent adjustments, although less enjoyable, is an expected part of the process and not onerous if there aren't too many and if it is possible to maintain a good schedule for everyone.

At the time of the conference it is very satisfying to see the schedule work; session run at the right time and in the right room, facilitating the things we all look for in a conference: the sharing of scientific knowledge, meeting people with similar interests, networking, renewing friendships and making new ones, and taking some time to relax in a large city.

POMS 2018 CONFERENCE – THE E-DEBATE



Subodha Kumar,
Temple University



Rakesh Mallipeddi
Texas A&M University

The third annual *eDebate* was hosted at the 29th annual POMS conference held in Houston, Texas. Moderated by Liangfei Qiu (@qiuliangfei, University of Florida), the topic of the *eDebate* was – “In the age of big data, should OM research/teaching be more data-driven or should OM research/teaching focus more on analytical models to complement the data-driven research/teaching in other disciplines?” The assertion being debated was built upon the main theme of the conference, *Expanding Boundaries of POM*. The panelists batting for more data-driven research/teaching were – **Tyson Browning** (@Tyson_Browning2, Texas Christian University), **Ram Ganeshan** (@RamGaneshan, College of William & Mary), **Nitin Joglekar** (@NJoglekar, Boston University), **Anjana Susarla** (@asusarla, Michigan State University), and **Sunil Wattal** (@swattal, Temple University). The panelists on the contra-assertion team who debated for more focus on analytical models to complement data driven research in other fields were **Suzanne deTreville** (@sdetreville, HEC Lausanne), **Karthik Kannan** (@prof_kannan, Purdue University), **Amit Mehra** (@Profamitmehra, University of Texas at Dallas), and **Sridhar Seshadri** (@POMSPanelist1, University of Illinois at Urbana-Champaign).

The unique format of *eDebate* on Twitter also allowed other POMS members to participate in the discussion. As expected, a few sparks flew during the debate. The arguments made by the panelists and other participants can be accessed by searching hashtags - #POMS2018 #eDebate on Twitter, or the Twitter accounts of the panelists. The attached screenshots from the debate captures the spirit behind the *eDebate* vividly. During the *eDebate*, a total 136 tweets were posted by the panelists and the participants reaching several thousand Twitter accounts.

Once again, we are excited by the success of the third *eDebate* at the POMS conference and 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 are looking forward to seeing everyone and hosting the 4th annual *eDebate* in Washington DC at the 30th Annual POMS Conference to be held in May 2019.

A Few Pro-Assertion Tweets



Ram Ganeshan @RamGaneshan · May 5
Isn't Data-driven models > just models? #eDebate #poms2018



Sunil Wattal @swattal · May 5
That Data is the new oil, is a gross oversimplification . At best, data is the crude oil, buried deep and inaccessible, having little value in that state. #POMS2018 #eDebate #bigdata #poms



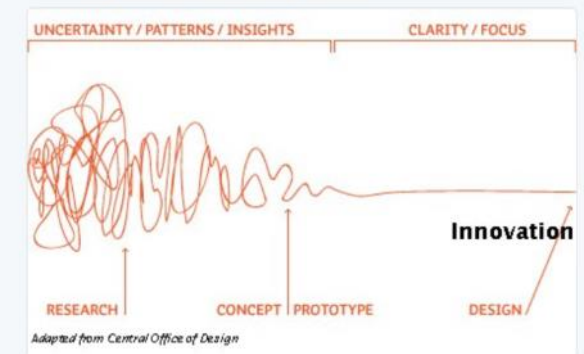
Anjana Susarla @asusarla · May 5
Assertions about theory vs. empirics needs to take into account big bang theory was verified based on careful empirics! Response @prof_kannan? #eDebate #POMS #POMS2018



POMSPanelist2 @Tyson_Browning2 · May 5
Publishing an analytical model does not mean “the contribution has been made” in its entirety. Can practitioners actually use/apply it? Let's see if it really works—empirically! TEST IT!! #POMS2018 #eDebate



Nitin Joglekar @NJoglekar · May 5
Towards Data Driven POM: Design Begins With Messy Data and Neat Ideas #POMS2018 #eDebate
From: cargocollective.com/central/The-De...



Anjana Susarla @asusarla · May 5
A lot of analytical models are based on heuristics and assumptions about optimization. Large scale social experimentation at scale demands ML-based causal inference 2/2 #POMS #POMS2018 #eDebate



POMS 2018 CONFERENCE - THE E-DEBATE (CONTD.)

A Few Contra-assertion Tweets

Suzanne de Treville @sdetreville · May 5
 #eDebate #POMS2018 This artificial dichotomy that obviously doesn't make sense unfortunately gives an accurate picture of how we do research in the OM field. Modelers need to embrace data science and data scientists need to get comfortable with models!

Karthik Kannan @prof_kannan · May 5
 Empiricist looked at the data and concluded sun revolves around the earth; theory guys got it right.. - borrowed from vc.. #POMS2018 #edebate

Amit @Profamitmehra · May 5
 #eDebate #POMS2018 – Even when business has lots on data on human behavior finding useful hypotheses to test is hard– that's where analytical research based on solid theory can show the direction

Karthik Kannan @prof_kannan · May 5
 #POMS2018 #edebate data captures only the past. Get the truth from analytical modeling.

Amit @Profamitmehra · May 5
 #eDebate #POMS2018 – Even when business has lots on data on human behavior finding useful hypotheses to test is hard– that's where analytical research based on solid theory can show the direction

Tweets from Moderator and Participants

Liangfei Qiu @quliangfei · May 5
 A good analytical model may stimulate empirical papers testing the model/theory, any exemplary examples of published papers? #eDebate #POMS2018

Richard Kraude @rlkraude · May 5
 OM research should be data driven. Teaching should be both #POMS2018 #edebate

Anna SdTC @annasdtc · May 5
 I think this is a false dichotomy: we should always use data to inform any analytical model and verify its assumptions, and we can also use data with no model whatsoever. In addition, there's room for both approaches in the community. #POMS2018 #eDebate

Torbjørn Netland @tnetland · May 4
 Replying to @PomsSociety @quliangfei and 2 others
 #POMS2018 #eDebate The @pomsociety should do both and more! Our field enters a new golden age: Data-driven research and its analytical models get more important. But this also requires more qualitative field-based research to understand behavioral aspects of #futureproduction



L to R: Nitin Joglekar, Suzanne deTreville, Subodha Kumar, Tyson Browning, and Ram Ganeshan



Front row: Liangfei Qiu, Amit Mehra, Anjana Susarla, Karthik Kannan, Sunil Wattal
 Back row: Subodha Kumar, Rajiv Garg, and Sridhar Seshadri

THE 2018 POMS DOCTORAL CONSORTIUM



Submitted by
Ravi Subramanian
Georgia Tech

It was an honor and a privilege to be asked to chair the 2018 edition of the POMS Doctoral Consortium. The consortium was a resounding success thanks in no small part to the lineup of outstanding panelists. The 100 doctoral student participants came from 14 countries across five continents. 43 were attending a POMS conference for the very first time, the consortium was the first doctoral consortium for 62 (or 76.5%) of them, and the gender mix was 30 women and 51 men (or 37% women).

The consortium commenced with a welcome to the participants and the panelists by **George Shanthikumar** (Purdue University), who reflected on the strong tradition and significance of the doctoral consortium held each year during the annual POMS conference. The format for the 2018 consortium was a flipped one in the sense that in each of the panel discussions, the panelists briefly introduced themselves and individually spoke on the panel topic for a few minutes, but the discussions that followed were founded on participant-generated questions. These questions were collected ahead of time from the participants via a survey and were shared with the panelists. The consortium comprised the following four panel discussions:

“Making a Mark”, which included the following panelists: **Robert Klassen** (University of Western Ontario), **Aleda Roth** (Clemson University), and **Chris Tang** (UCLA). Drawing from their own experiences and accomplishments, the panelists spoke about how the participants should foresee their long-term impact to the field and community through research, teaching, and service, and, importantly, what actions could they currently un-

dertake as they advance in their doctoral studies.

“Laying the Foundations of a Successful Academic Career,” which included the following panelists: **Brian Jacobs** (Pepperdine University), **Saravanan Kesavan** (UNC Chapel Hill), and **Anita Tucker** (Boston University). The panelists discussed how participants should prepare for and pace their progress towards tenure, including effectively transitioning from dissertation research to collaborations with peers and new colleagues.

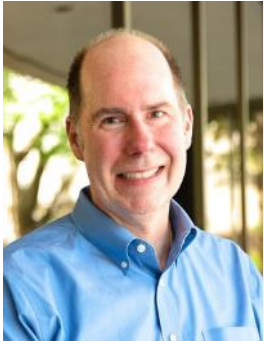
“Excelling in Research and Teaching,” which included the following panelists: **Tim Kraft** (University of Virginia), and **Anita Tucker** (Boston University). The panelists spoke about strategies to balance research and teaching commitments, to overcome typical hurdles and excel in the classroom, and to draw upon research to inspire the next generation of business leaders.

“The Job Market Experience,” which included the following panelists: **Dr. Priyank Arora** (University of Massachusetts Amherst), **Dr. Irene Lo** (Stanford University), **Dr. Ying (Maggie) Zhang** (Clemson University). The panelists engaged in candid conversations about their job market experience. They discussed the actions that led them to be successful in their respective searches for a tenure-track faculty position.

On a personal note, it was inspiring to see our colleagues being so generous with their time and energies in investing in the next generation of academia. The participants were unanimously appreciative of the opportunity to hear words of encouragement and advice from each of the panelists. I am excited and optimistic that future editions of the consortium will bring together increasing numbers of doctoral students from around the world to interact with an increasingly diverse roster of panelists.

And if you are asked to chair a doctoral consortium, I can assure you that it will be an immensely rewarding experience!

IN CONVERSATION WITH 2018 POMS FELLOW EDWARD ANDERSON



Professor Edward Anderson was elected as the 2018 POMS fellow based on his significant contributions to the POM field in terms of research, teaching, and service.

(AA's note: I met Prof Anderson in his office and had a great learning session as he was reminiscing. Here are the excerpts.)

AA: Prof. Anderson, congratulations for being selected as a POMS fellow, and for your time today. My first query would be an attempt to request you to go back and reminisce about how exactly was it that you entered academia. Who were your guides who prompted you to be in the academia and inspired you? What is it that you saw in this field versus something else?

EA: Thank you for your kind words, and you are very welcome. I really owe my career to the POMS Society and its support. I feel very strongly about POMS, so it is a pleasure to talk to you.

I was working at Ford Motor Company in 1990. I was at a point where I was being pushed into managerial work. But what makes me really happy is to learn something new every day. Even in my family, at dinners, I sometimes go around the table and say to each member of my family: What did you learn today? I actually picked that up from the father of the family I lived with who did exactly that with his family (including me) when I was studying in Berlin during college. Coming back to Ford, I was trying to figure out what to do. Right then I was sent to an executive education class at MIT, where I met Peter Senge. At that time, he had written *The Fifth Discipline*, which was a business bestseller at the time. I was interested in control theory and I was always interested in how that works with organizations. I was an electrical engineer by training, but I had a deep interest in political history to the point I actually had a second college major in it. I asked Peter about the connection between control theory and organizations because it's not in his book, but I could sort of see the shadow of it. He said, yes, a field does exist, called system dynamics. That is when I said to myself, I have to do that, and apply it to operations.

It took me almost three years, however, to actually begin my Ph.D. studies. The lag here is that I had never done any research, and I knew that showing I could do it would help in getting into a graduate program. I was working on my MBA at the time, and I had a professor who was quite willing to advise me as I wrote a master's thesis. It was a discrete event simulation

that studied the economics of increasing car quality on business cyclicity in the auto industry. I applied to MIT and a number of other schools but I really wanted to go to MIT. Not just because of its name, but also because it was the one place you could do system dynamics simulation. And they admitted me!

AA: Who influenced you most at MIT?

EA: I had basically two advisors. One was John Sterman, as you would expect, and the other was Charlie Fine. Now, I knew something about Operations because I'd spent time working in the field. I started out as a product designer at Ford designing embedded control software for the most part, but because Ford liked to cross-train its engineers, I spent two years in operations. Interestingly, Charlie Fine was actually more interested in product development. I figured out at MIT that I did not want to be a consultant, because in academics I was again more likely to learn something every day. So that's how I ended up in Academia. The story is even slightly more crooked than that, but I'm simplifying it (chuckles).

AA: That is a wonderful story. Just for my curiosity, was Jay Forrester [the founder of the system dynamics field] still there when you were at MIT?

EA: Yes. I presented in front of him a couple of times. He liked what I was doing, which was good, because it was never guaranteed that he'd be happy with your work. At the time I was working on how to manage hiring skilled trades under business cycles, which creates essentially a bullwhip effect. Forrester had been working on the bullwhip effect in his earliest academic work in the late 1950s and early 1960s, so I think he still had a soft spot for it. In fact, I later talked to him in 2015. He was still sharp as ever. It was a very nice conversation. I remember I talked about healthcare with him. Unfortunately, he passed away the next year.

AA: You are one of the few people who have not moved from their first job. How has it been at the UT?

EA: Interesting that you say that. Yes, I'm one of the few people who hasn't moved during their career as professors. UT has treated me very, very well over the years. While I've contemplated moving a couple of times, I decided to stay in Austin. Another thing is, frankly, I hate snow. I grew up in Detroit, and I know all about snow. My eldest son was even born during a blizzard in Boston. I don't want to have a heart attack shoveling snow (chuckles). More importantly, I have two children in college at UT, and my wife is Director of our Supply Chain Center. So I'm pretty rooted here. Austin is a very nice city to live in and, yes, UT is a great place.

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IN CONVERSATION WITH 2018 POMS FELLOW ED ANDERSON - CONTD...

AA: Great. You have worked on very diverse topics. What has influenced these choices? I am basically asking as to how would you advise a student to pick topics?

EA: Right. Great question. I don't do all, or even mostly, system dynamics simulation as you well know. I've even dabbled in organization science – One of those papers is the highest cited I have.

AA: Is that the make-buy decision paper with Geoff Parker?

EA: Yes. You have done your homework well. (AA's note: The paper is "The effect of learning on the make/buy decision" in POMS, 11(3), 2002).

...And I've done optimal control papers, I've done game theoretic model papers, and even empirical paper from field surveys. I've been more focused on problems, and then I'll attack them with whatever way I can. This may or not be a good idea from career point of view, as focusing on a research methodology, say queuing theory, has its advantages too. So when I advise my students, I tell them to try to pick two areas or domains in case one doesn't work. Charlie Fine taught me that, because he did had picked out two domain areas too: in his case, quality and manufacturing flexibility. And he said he was lucky they both worked out for him, but he knew a lot of people who would pick one area and didn't get any traction on it. But they had an alternative to fall back on. Charlie also taught me and his other students to actually talk to practitioners in the field as it gives you a lens to pick out some important subtleties that may have been missed in prior research. Get to know the domains well. The third thing I tell my students is that it's good to be picky with tools: pick a methodology and stick with it until you get tenure. I've learned that spreading out in methodologies is really time-consuming. You just don't have much time when you're on a tenure clock.

AA: Isn't having only one set of tools a bold choice?

EA: You could say that. On the other hand, we don't have many single authored papers anymore. So, if you have a coauthor who is strong in another domain or methodology for example - game theory and supply chain analytics for example, then it works in a divide and conquer sense. So I might have a student study game theory as their main tool, but I also like them to understand econometrics. This doesn't mean they have to know econometrics well enough to execute in that area. But it helps them work with an empiricist if they want to do a mixed methods paper. These days there're a lot of excellent mixed methodology papers out there. For myself—although I know I'm not alone—I like seeing mixed methods because you get some triangulation.

Particularly, as a DE at POM, I'm seeing a lot of them and I find them very attractive.

AA: I will move forward on your timeline. Can you tell me about one or two of your papers or projects that you deem as very good projects?

EA: Oh, there are so many of them. I have enjoyed working on a lot of projects. The one we discussed on make-buy is one of those. But my favorite line of work is broader. It is in trying to understand how product development can be a cooperative initiative among firms. My entire career has always had some work on how do you allocate product development across the supply chain and then coordinate it in a meaningful way. Now, I'm moving to how to allocate and coordinate it across platforms, which I think are a special sort of supply chain. Lots of people in our field work on capacity in supply chains, lots of people work on inventory. These are very honorable and useful things. But I wanted my own niche, which is distributed product development.

AA: That's great to know. Another area of your work has been in process improvement. My reading of your papers tells me that you really understand what is going on at the shop floor. Unless you have done it yourself, you would not be able to give your readers that impression.

EA: (smiles) Yes, you're right. Yes, I was trained in PI at the shop floor at Ford. I can tell I'm getting old as the people who trained by me were trained by Deming. I even had breakfast with Deming once. It was wonderful to have breakfast with the old man, listen to him. Two years back, one of the people who was directly trained by Deming and who worked at Ford, sent me some of the extra Ford PI materials he had because he thought I'd find them interesting. That was cool. As of now, I am moving out of PI in industry and moving onto process improvement in Healthcare. I'm analyzing deeper how the individual and the system learn together dynamically. An important point too, when I talk about my doing research projects, I do these almost always with co-authors: Geoff Parker, Nitin Joglekar, Doug Morrice, Aravind Chandrasekaran, Burcu Tan. Without them, the research I've worked on wouldn't be nearly as good.

AA: A lot of papers have come out in the realm of learning in healthcare, starting with learning of surgeons and patients and the efficiency inside the emergency room. The government is really investing in it, and a lot of money is being spent to find out what are the right way of doing things. So, I think there's a lot of research that is still needed in how exactly to capture the efficiency of the system and the patients together.

EA: Like you said, there has been a lot of good work, but I think

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IN CONVERSATION WITH 2018 POMS FELLOW ED ANDERSON—CONTD...

there's still a lot of room there for more. There's still a lot we don't understand about a field that's 20 percent of our economy. For example, my current work is extending my work on platform economics to healthcare. We're trying to understand why electronic health records, EHR's, are not interoperable. I know of a hospital whose post-acute care unit could not communicate with the orthopedics department.

AA: *In the same hospital? Wow.*

EA: Yes! And I don't think this is a singular anecdote. And trying to get those EHR's to work with portals, wearable sensors, that's even worse. Am I getting off track here?

AA: *Not at all. I'm merely trying to see how and what you have focused on in your life. That is the objective of the interview.*

EA: Okay, great.

AA: *Coming to publishing now. When young scholars start their publishing effort, they encounter the academic process of reviewing, including comments from reviewers, and learn to deal with rejections. Often times, the comments are constructive and help to build a stronger paper. However, sometimes comments can be harsh – for example I have seen review comments saying “The authors don't know anything about the subject. This must have been done before” – Without any references of course. Such comments are not constructive in any way; rather, they are arrogance personified. So, how exactly did you deal with such issues? On the other side, you're a department editor now, where you might need to be with the authors. You must have dealt with the reviewers who are actually probably not that good. I want to know your thoughts to both of these positions from your own experience.*

EA: Good question. Great question. The most important thing is that you have to have some original ideas. But you also have to be tough - persistence is necessary. You need to know what you're doing on research questions and methodology, but without perseverance you will not last. I've had people come up to me the year I was president and they would ask, what's your secret? There's no secret. Just don't quit. You're inevitably going to be discouraged, but you can't quit. And even in reviews that condemn you, you actually learn something. (Chuckles) Okay, I wouldn't say all of them, but most of them you definitely learn something from.

I have to admit I've kind of been lucky in the sense that I decided to try to go after interesting ideas. I have found that editors have given my coauthors and me a break because our idea is novel, and we have some data or some intriguing results. That said, my rejection rate as an author is not necessarily better

than anybody else's, so younger scholars can take heart. As a department editor, I keep all of this in mind. So, if there's somebody who is trying to do something different and interesting and if I can tell they know what they're doing, but maybe they don't it perfectly on the first pass, then I work with them. My fellow DE in the [industry studies and public policy] department, Nitin Joglekar, does the same. We try to help shape the papers, and don't reject promising papers out of hand. We do get a lot of things that we desk reject, but those pieces are usually submitted from researchers outside the POMS field who don't understand operations. But if we see a novel piece of POMS research, especially if it is the first crack at a new topic, then we try to nurture those papers.

AA: *In your own papers, do you have any specific remembrances of a paper with a very long review process? This question is about persistence.*

EA: Yes! Geoff Parker and I had two papers, one started in about 2003 and the other in about 2005. They got accepted recently. So, you just can't quit.

AA: *Wow. Was there a paper that went through fast?*

EA: Yes. My second paper in POM, on what's now called behavioral operations, was in service supply chains. That one went very fast. Interestingly enough, they did ask us to get some data because we actually were talking about a simulation game. We conducted an experiment, got some data, and Douglas Morris is very good at analyzing data. So that paper was accepted essentially with a single revision, in a matter of months.

AA: *Wonderful. Changing track, let us talk about the other part of a scholarly life – teaching. You have taught undergrads and MBAs, graduate students and Executives.*

EA: You have really looked at my background.

AA: *(chuckles) Chronicle Editorship is a tough job. So, what kind of things about teaching would you like to tell the young scholars who are starting the carriers?*

EA: This is an interesting question. I'm a good teacher, but I am in no way a natural at it. So I think about teaching quite a bit, and I've worked at it a lot. Still do. My first suggestion is that you really have to adapt to your audience even if you're teaching the same topic. Teaching an undergraduate class is very different from teaching an MBA class, and that is quite different from teaching working professionals, much less executives. You also need to bear in mind who is in your class. If you get mostly engineers, you teach them differently, and you can emphasize the mathematical side of operations. But if you have all poets, you

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IN CONVERSATION WITH 2018 POMS FELLOW ED ANDERSON—CONTD...

focus on the intuition building, but not through math. Same thing with teaching additional topics. I co-teach a startup design and implementation class where I have to talk about who do you hire as you scale. That material requires a different approach from operations. But if you're willing to learn about your students and adapt to them, I think you'll be okay.

AA: *What does intuition building mean exactly?*

EA: Aha. Let's see. I'm teaching an undergraduate health care operations management class right now. The bulk of my students are either premeds, pre-masters of health administration or a master's of public health, or nurses. I was surprised, but I've found that most of these students don't know that much about healthcare. So I just had to accept that I was going to have to teach them about healthcare as well as about operations. I try to focus on three or four primary lessons. First, what are processes and what exactly is a bottleneck. Second, something about waiting lines and inventory. Little's Law and Lean work best here. Third is Critical Path. Fourth is how do you do process improvement at a basic level. Millions, maybe billions, of dollars are wasted because these fundamental intuitions are not in place.

AA: *That is superb. Moving on, how do you see things in the future? What is going to be in vogue, say five years from now? Where do you see the field moving?*

EA: Good question. What's hot always changes. I remember when I started in the field, the focus was on machine scheduling problems. For the most part that has faded away. Then the big thing became supply chains. I think there's still a big future there. Because of omni-channel retailing and bespoke (custom-made) products are coming on. 3-D printing is here and is going to increase further, which creates bespoke manufacturing. So, in terms of hot topics, I would bet on bespoke retail especially since 3D printing is turning manufacturing more artisanal. Bonobos is an example. How do you deal with not quite custom-made but semi-custom-made products? How do you deal with bespoke products in an omnichannel environment? Another interesting area is to analyze the gig economy as well the sharing economy. And just in general, I think there is going to be more room for integration of Information Systems and Operations Management research.

AA: *Great. My next question would be about the impact of our POM society on a global scale. This is something we do not discuss seriously at POMS board level, but we should. I am sure you must be getting submissions from not only North America but also from all over the world, and the rigor of scholarly work may not be high in most countries. Now, the reviewer pool is predominantly North American. So, while the data and the work*

may be interesting to start with and necessary to improve operations in other geographies, how should we deal with a phenomenon where scholars in other countries are doing some good work but are not able to publish? How should we deal with the elements of rigor on one hand and a desire to not limit scholarly work to Western world in an increasingly global scenario?

EA: We don't want to be a closed club. Actually, most overseas articles that we get are not from Asia or Africa. They are mostly from Europe. And things haven't changed a whole heck of a lot since you [AA] went to INSEAD. The issue is rigor, that is not something we should compromise. I think what can work, and I hope that it does, is that some of our students will go back to their home countries. And being rigorously trained, they will form a nucleus of rigor there.

The second thing that we should do is to have clinics. International conferences are fine, but focused clinics that bring people into the POM community, and where they can see what good research is, can work. Honestly you know, you're causing me to think about this. We're already running many conferences, but we need to probably get some proven scholars, ideally originating from those areas and regions, and then do a deep dive into what good research is in a focused area in their home regions. We actually run clinics already, but they're mostly focused on North American and European students and junior professors. I would expand clinics as much as possible and particularly at the international conferences and regional conferences.

AA: *I have seen most regional conferences ending up as junkets: come to my country, we will have some presentations and maybe even look at touristy sites, and that's about it. I have not seen specific focused clinics.*

EA: I would love to see them established. I've got to imagine you go to India a lot, right?

AA: *Every year.*

EA: So, while you're there, let's make use of you. Let's put you in a clinic at a conference and we'll help pay for you to get there.

AA: *Oh absolutely.*

EA: Okay, we can also have some of your colleagues go too and have clinics like we just talked about on how to do really top-notch research. That's what I'd like to see.

AA: *This would be a wonderful initiative. Thank you Prof Anderson for the wonderful interview. I learned a lot during the discussion. It was great to spend this time with you.*

EA: This has been wonderful, Sir! Thank you so much as well.

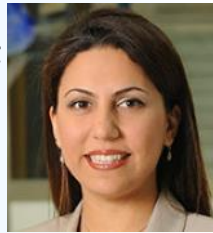
POMS COLLEGE NEWS

The POMS Board authorizes the creation of the colleges in subject areas of importance to the POM discipline in order to facilitate member activities. Any ten or more members in good standing may apply for the creation of a College in a particular functional discipline. POMS now has **eight** colleges in the following areas: *Behavior in Operations Management, Healthcare Operations Management, Humanitarian Operations and Crisis Management, Operational Excellence, Product Innovation and Technology Management, Service Operations, Supply Chain Management and Sustainable Operations*. In this section, we publish annual reports prepared by college officers for two colleges who submitted their reports.

College of Product Innovation and Technology Management



Submitted by **Anant Mishra** (University of Minnesota), President, and **Morvarid Rahmani** (Georgia Tech), VP Awards and Honors.



The College of PITM held its bi-annual mini-conference on Saturday, October 21st, 2017, at the C.T. Bauer College of Business, University of Houston. The conference was co-sponsored by the Scheller College of Business, Georgia Tech and the C.T. Bauer College of Business, University of Houston. More than 70 faculty members and PhD students from universities in North America, Europe, and Asia participated the mini-conference.

The conference talks and presentations were organized into three sequential tracks—Practice, Research and Pedagogy—to showcase both cutting-edge thinking and innovative developments from industry leaders and academicians across these tracks.

Practice Talks

The practice track started with a talk by Mr. **Mark Linesch**, Vice President of Strategy at Hewlett Packard Enterprise CTO Office and Labs. His talk focused on how his division collaborates with the enterprise side of Hewlett Packard business in shaping key technology and portfolio strategies, and in establishing advanced development proof-of-concepts and incubations.

Mark's talk was followed by the practice keynote talk by Dr. **Firouz Naderi**. Dr. Naderi has a distinguished background with a career spanning 35+ years of experience in NASA's Jet Propulsion Laboratory (JPL). During his talk, Dr. Naderi focused on the scientific and program management challenges associated with the Mars Exploration

missions, providing an insider perspective on notable successes and failures associated with these missions.

Research Talks

The research track involved the academic keynote talk by Dr. **Uday Karmakar** and presentations of the 2017 PITM Best Student Paper presentation finalists. Dr. Karmakar is a UCLA Distinguished Professor, and the LA Times Chair Professor of Technology and Strategy at the UCLA Anderson School of Management. His talk focused on how globalization and technology is affecting employment and wages across different regions of the world, and what such trends imply for operations management practitioners and scholars.

Subsequently, the mini-conference audience had the opportunity to listen to presentations of two student paper competition finalists:

Winning Submission:

Murat Unal (Georgia Tech - joint with **Karthik Ramachandran** and **Necati Tereyagoglu**) - Help or Hindrance? The Role of Familiarity in Collaborative Product Development.

Runner-Up Submission:

Evgeny Kagan (Michigan Ross - joint with **Stephen Leider** and **William S Lovejoy**) - Designing Incentives in Startup Teams: Form and Timing of Equity Contracting.

Special thanks goes to each one of the judges who dedicated their time and effort into reviewing all the submissions: **Sreekumar Bhaskaran** (SMU Cox), **Sanjiv Erat** (UC San Diego), **Laura Kornish** (University of Colorado), **Simone Marinesi** (University of Pennsylvania, Wharton), **Nektarios Oraiopoulos** (Cambridge), **Hyoduk Shin** (UC San Diego), **Bradley Staats** (University of North Carolina, Chapel Hill), **Niyazi Taneri** (National University of Singapore), and **Steve Yoo** (University College of London).

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Pedagogy Talks

The pedagogy track involved presentations by Dr. **Nitin Joglekar** and Dr. **Theodore Klastorin**. Dr. Joglekar is an Associate Professor and Dean's Faculty Fellow at the Questrom School of Business, Boston University. In his talk, he shared his experience with teaching MOOC sessions and highlighted several best practices associated with teaching on this platform.

The session was then followed by Dr. Klastorin's presentation. Dr. Klastorin is the Burlington Northern/Burlington Resources Professor in Manufacturing Management at the Foster School of Business, University of Washington in Seattle. His talk was focused on ways to improve project management courses by incorporating front-line contents, such as managing risk and uncertainty in projects.

The PITM Board expresses their sincere thanks to all the attendees who invested their time into attending the mini-conference. The board is particularly grateful to **Cheryl Gaimon** (Georgia Tech) for extending financial support toward organizing the mini-conference and to **Xiaosong (David) Peng** (University of Houston) for providing valuable support in coordinating the logistics at the conference location. The board acknowledges the support of **Jerry Burke** (VP-Colleges, POMS at the time of the mini-conference) and **Sushil Gupta** (Executive Director, POMS). The PITM Board looks forward to organizing the mini-conference again prior to 2019 INFORMS

PITM Board: President - Anant Mishra (University of Minnesota); VP Awards and Honors - Morvarid Rahmani (Georgia Tech); VP Meetings - Jennifer Bailey (Babson College); VP Outreach and Collaboration - Joel Wooten (University of South Carolina); Secretary - Gulru Ozkan-Seely (University of Washington, Bothell)

College of Healthcare Operations Management



Submitted by **David Dobrzykowski**
(Bowling Green State University), President.

The POMS College of Healthcare Operations Management (CHOM) has been abuzz with activity. Here are some up-

dates about recent events and information regarding the College's future plans.

2018 CHOM Mini-Conference

The 2018 CHOM mini-conference, held on Thursday, May 3rd in Houston, was a great success. The theme of our mini-conference was "Responsiveness in Healthcare Operations" and featured two keynote presentations, a panel discussion, roundtable discussions, applied research showcase presentations, networking and a new mentoring session! We had about 90 registered participants for the meeting, which started with **Rock Morille's** (VP of Facilities at Baylor College of Medicine) interesting keynote detailing the preparation for and recovery from *Tropical Storm Allison through Hurricane Harvey*. Next, **John Bingham** (VP of Performance Improvement at MD Anderson), **Daran Gaus** (Director of Strategic Planning at Memorial Hermann Health System), **Peter Killoran**, MD (Director of Medical Informatics at Memorial Hermann Texas Medical Center) and **Joe Doty** (Sr. VP and COO at Baylor College of Medicine) offered their insights into the current trends to improve operational responsiveness in healthcare via a vis process improvement and Health IT innovations. After that, participants engaged practitioners' questions over two rounds of interactive roundtable discussions covering a variety of topics. The three Research in Practice presentations, "Prioritizing Hepatitis C Treatment in U.S. Prisons," "Anesthesiologist Scheduling" and "Shared Medical Appointments: an Innovative Approach to Healthcare Delivery" featured current research by **Turgay Ayer** (Georgia Institute of Technology), **Christopher Nikolaus Gross** (University Center of Health Sciences at Klinikum Augsburg), and **Nazlı Sönmez** (London Business School), respectively. Next, **Darrell Pile**, MHA (CEO of the Southeast Texas Regional Advisory Council) delivered a captivating closing keynote presentation about his coalition's efforts to coordinate healthcare providers across nine counties during Hurricane Harvey. The day wrapped up with a new mentoring attended by over 30 participants, facilitated by Professors Craig Froehle, Ken Klassen, Rema Padman, Dana Johnson, and Chris Tang. Thanks to all the volunteers, speakers, roundtable leaders, and attendees for their effort and participation in yet another wonderful CHOM mini-conference. Planning for the 2019 mini-conference in Washington DC is underway (see below).

2018 CHOM Tour of Baylor College of Medicine McNair Campus

We were fortunate to partner with Baylor College of Medicine to organize two tours of their new McNair Campus (<https://www.bcm.edu/healthcare/locations/mcnair->

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POMS COLLEGE NEWS

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[campus](#)). Over 40 CHOMs members joined Mike Cassidy (Executive Director of Business Operations) and Tetiana Allen from Baylor College of Medicine to learn firsthand about Baylor's efforts to design their new facility for improved patient flows, patient experience, and efficiency. Thank you to Xiuli He and Jerry Burke, POMS VPs of Colleges for the support in planning the tours!

CHOM Best Paper Competition

The competition received 19 submissions across a wide variety of topics and methodologies that reflect the issues and challenges faced by healthcare delivery systems today. The submissions were reviewed by a panel of 43 experts, each reviewing 1-3 papers. Following four rigorous rounds of review, five papers were selected as winners and runners up:

First Prize - *Mixing it Up: Operational Impact of Hospitalist Workload* by **Masoud Kamalahmadi, Alex Mills, Jonathan Helm, and Kurt Bretthauer**

First Prize - *Managing Appointment-based Services in the Presence of Walk-in Customers* by **Shan Wang, Nan Liu and Guohua Wan**

Runner up - *Multimodularity in the Stochastic Appointment Scheduling Problem with Discrete Arrival Epochs* by **Christos Zacharias and Tallys Yunes**

Runner up - *An Approximation approach for Markov Decision Processes with Application to Adaptive Clinical Trials* by **Vishal Ahuja and John Birge**

Runner up - *Maximizing Intervention Effectiveness* by **Brian (Rongqing) Han, Vishal Gupta, Song-Hee Kim and**

Hyung Paek.

Congratulations to all and a big note of gratitude to Larry Fredendall, CHOM VP of Awards and all the reviewers!

2018 POMS Conference Healthcare Tracks

For a few years now, the Healthcare track has been among the largest single track at POMS. For POMS 2018, we recommended that POMS split the Healthcare track into two tracks: *Healthcare Analytics (HCA)* and *Healthcare Operations Management (HOM)*. Our gratitude to the track chairs for HCA – Abhay Nath Mishra, Vikram Tiwari, Seokjun Youn, and HOM – Rajib Saha and Milind Sohoni for managing the over 140 submissions!

2019 CHOM Mini-conference

Planning for next year's mini-conference in Washington DC (May 2, 2019) has already begun. The planning committee is considering different meeting themes and looking for one or more healthcare organizations in Washington DC with which to partner; suggestions are encouraged and welcome. Also, any CHOM member looking for an opportunity to volunteer to help with planning would be appreciated; please contact David Zepeda (d.zepeda@northeastern.edu) if interested.

Finally, a hearty thank you to our POMS CHOM College Board for their efforts in planning and managing the mini-conference! We hope to see you all in Washington DC!



2018 CHOM Tour of Baylor College of Medicine McNair Campus

POMS INTERNATIONAL CONFERENCE—SRI LANKA



Submitted by
Asela K. Kulatunga
(University of Peradeniya)

The Production and Operations Management Society (POMS) international conference was held on December 14th -16th in Kandy, Sri Lanka remarking its origination in South Asian context.

With about 80 scheduled presentations organized under about 12 tracks, and 200 conference attendees from 16 different countries, the conference turned out to be a success and supported POMS' growing reach into more parts of the world.

The program committee chose "Achieving Global Sustainability through Operations Excellence" as the theme for the 2018 conference to emphasize the leverage that the POM community has with its strength in achieving global sustainability. Capitalizing on this strength, this conference expanded its reach to not only academics that build and disseminate knowledge on decision-making, but also to industry participants, who practice decision making. The conference was organized by the Department of Manufacturing and Industrial Engineering, University of Peradeniya in collaboration with Department of Engineering Management and Engineering mathematics; Faculty of Engineering, Department of Computer & Statistics; Faculty of Science and Department of Operations Management and Faculty of Management of University of Peradeniya, Sri Lanka.

The conference program included four workshops and eight keynotes and 14 technical sessions. The first workshop on 'PhD Opportunities - Prospects in USA & Worldwide' was

chaired by **Bala Shetty** (Texas A&M University). It was an experience sharing and eye-opening session for prospective PhD candidates. The second workshop was held on the theme of "Transformation of the global apparel industry and opportunities for POMS researchers". The session was chaired by **Amrik Sohal** (Monash University, Australia). The rest of the panel members were represented by industry, professional bodies and academia etc. The third workshop discussed the timely topic on "Enriching Sri Lanka's logistics performance to integrate with global supply chains". The session was chaired by **Fazleena Badurdeen** (University of Kentucky) and co- chaired by **Senavi Kiridena** (University of Wollongong, Australia). The session was enriched with presentations from academics as well as practitioners from multiple industries, high ranked government officials inked with logistics in Sri Lanka. This workshop paved the way to link academia of local and foreign universities with government and private sector stakeholders of Logistics in Sri Lanka to explore ways and means to enhance Sri Lanka's performance in global supply chains. The fourth workshop was on "Digital manufacturing" predominantly dedicated to industrial professionals. The session was chaired by **Chanaka D. Senanayake** (University of Peradeniya) and attended by several foreign resource persons from Finland and India.

There were eight keynote sessions during the three days. In the first key note session, **Chelliah Sriskandarajah** (Texas A&M University) gave a thought provoking speech on Novel Operations Problems Arising from Practical Applications. In the second key note session, **Sushil Gupta** (Florida International University) gave an inspiring speech on Managing Disasters and Contributions of POM Research. The third key note address was by **David D. Yao** (Columbia University), the fourth by **Fazleena Badurdeen** (University of Kentucky) and the fifth by **J. George Shanthikumar** (Purdue University). On

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the final day, the sixth key note was given by **Yan Houmin** (City University of Hong Kong), the seventh by **Jose Arturo Garza-Reyes** (University of Derby, UK) and the eight was by **Saman Halgamuge** (University of Melbourne, Australia).

Discussion on the POMS-Sri Lankan Chapter was a remarkable event that took place at the conference and which created dialogues between the academia and industry. The discussion panel was chaired by the POMS Executive Committee members: **Sushil Gupta, Chelliah Sriskandarajah, and Nagesh Murthy**. (University of Oregon). The session was moderated by Conference Chair, **Asela Kulathunga**. It was truly a worthy discussion among academics from local and foreign universities, industry practitioners from various industries, postgraduate and undergraduate students in the field of production and operations management.

Participants discussed about the need of a national body for POM professionals that could facilitate the collaboration between the local universities in the fields of POM, collaboration between the industry and academia, and collaboration between local and international bodies for knowledge sharing and innovation for a better future. They also stressed the emerging trend for POM among university candidates which should be considered as a competitive advantage but captured before the strategic window disappears. The intellectuals from POMS USA pointed out the potential that Sri Lanka possesses to establish the POMS local Chapter and talked about the steps to be followed for a local Chapter establishment. More interestingly, they explained the benefits that such a local chapter could get and help that they can extend in terms of financially (through membership concessionaries) and non financially (collaborative research opportunities, participation to international POMS conferences and knowledge sharing etc.). All the POM professionals who as-

sembled were of the strong opinion that Sri Lanka should have its national Chapter which will lay a foundation for the continuity of its strength. They also were of the opinion that this is a national requirement since there is no a professional body in Sri Lanka for POM professionals; this is the high time for such an initiative.

One of the main strengths of the POMS Conference is the quality and the variety of its research sessions. The sessions were organized by highly accomplished scholars, many of whom were identified by the respective POMS colleges they were affiliated with. These scholars served as track chairs and facilitated the organization of a diverse program that was well received by all the participants. We encourage you to check the conference website for a complete list of track chairs. POMS is open to and encourages showcasing emerging research areas that might be of interest to the POMS community. There were 14 technical sessions under 12 themes namely; Logistic & Supply Chain management, Applications of OM in Apparel Industry, Green Logistics, Product Innovation and Technology Management, Big Data and Data Analytics for OM/IE, Sustainable Manufacturing Towards Operations, Operation Research, System Modelling, Simulation and Optimization of Manufacturing and Service Operations, Lean and Agile Manufacturing/ Quality Planning and Six Sigma, Service Operation, Risk & Reliability.

Organization of an event of this magnitude requires collaboration from many volunteers that serve in a wide variety of roles. I would like to thank the group that led a core group of volunteers and carefully managed the processes: **Sushil Gupta, Nagesh Murthy, J. George Shanthikumar, and Chelliah Sriskandarajah**. This conference could not have taken place without their dedication to the POMS Community.

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Other individuals who also contributed significantly to the success of the meeting include **G.B.B. Herath** (University of Peradeniya), **K.B.S.N. Jinadasa** (University of Peradeniya) and **C.D. Senanayake** (University of Peradeniya). In addition to the technical events, conference consisted of Kandy City tour and a two-day tour to central and eastern part of Sri Lanka which were attended by many foreign delegates.



We would like to extend a heartfelt thanks to all those that attended the conference and contributed to the success of the conference in a variety of ways, It was a great pleasure to host the POMS community at the UNESCO World Heritage city- Kandy, Sri Lanka.

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