



**REPORT TO THE ACADEMY OF MANAGEMENT
PROFESSIONAL DIVISION REVIEW COMMITTEE**

**Five Year Self-Study Review of the
Operations Management Division**

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REPORT TO THE ACADEMY OF MANAGEMENT PROFESSIONAL DIVISION REVIEW COMMITTEE

OPERATIONS MANAGEMENT DIVISION

This report reviews the activities of the Operations Management (OM) Division of the Academy of Management for the years 2002-2007. It has been prepared in accordance with the Bylaws of the Academy of Management and under the direction of the Professional Division Review Committee of the Academy of Management.

I. Domain/Mission of the Division

The specific dominion of the OM Division of the Academy of Management is as follows:

The division focuses on the management of the transformation processes that create products or services. These processes are found in all organizations including profit and non-profit organizations. Conceptual, empirical, and methodological contributions are encouraged, as are cross-functional linkages and perspectives. Major topics include operations strategy, product and service development, supply chain management, project management, and quality management, as well as international, human resources, environmental, and IT issues facing operations.

The primary purpose of the OM Division is to advance scholarship in forms of research and teaching in the field of operations management. The specific activities of the OM Division include:

1. Encouraging, supporting, and disseminating research in the field;
2. Publishing and disseminating information related to innovations in teaching and curriculum design;
3. Providing for the interchange of professional ideas within operations management and between other disciplines, with special emphasis on the interchange between practitioners and academics;
4. Providing for fellowship among those interested in the field of operations management; and by
5. Encouraging participation in such other activities as called for by the officers and membership of the division.

II. Governance

Membership in the Operations Management (OM) Division is open to all members of the Academy of Management who are interested in its purposes and activities. This includes members with a primary interest in the field of operations management as well as members whose primary affiliation is with another division of the Academy and have a secondary interest in operations management.

A. Constitution/Bylaws

The OM Division abides by the constitution and bylaws of the Academy of Management.

B. Governance Structure

The officers of the OM Division consists of Past Chair, Division Chair, Division Chair-Elect, Program Chair, Professional Development Workshop Chair, Secretary, Treasurer, Newsletter Editor, Web Master, and other such appointed officers as may be deemed necessary by the Chair.

The duties and responsibilities of the officers are as follows:

Past Division Chair

The Past Chair serves as advisor to the chair and carries out such duties as may be delegated by the chair. This officer is the Chair of the Nomination Committee and is responsible for conducting and certifying the annual elections. This officer chairs the OM Scholar selection committee. She or he serves as past chair for one year, after which the appointment automatically expires.

Division Chair

The Division Chair, as chief executive officer of the division, administers all affairs of the division, with policy guidance from the Professional Policy Division Committee and the President-Elect of the Academy of Management. It is the responsibility of the division chair to see that all activities of the OM Division are conducted in accordance with the Constitution of the division and subject to the Constitution and Bylaws of the Academy. The division chair appoints the Secretary-Editor, and other chairs and committee members, as needed. At the Annual Meeting of the Academy of Management, the division chair presides over the business meeting of the OM division, and provides a report on the status and progress of the division to the membership. The division chair serves a one-year term and may not be re-elected for a second consecutive term but may be elected to a later term.

Division Chair-Elect

The Division Chair-Elect serves in the absence of the division chair, assuming the office of chair at the close of the annual business meeting. The chair-elect serves as the assistant to the division chair and carries out such duties as may be delegated by the chair. The officer serves as the division chair-elect for one year, automatically advancing to the position of division chair at the next annual meeting.

Program Chair

The Program Chair is responsible for planning and supervising the OM division's program at the Annual Meeting of the Academy of Management, subject to the guidelines established by the Program Chair of the Academy. This officer serves as program chair for one year, after which he or she is automatically nominated for the position of division chair-elect.

Professional Development Workshop (PDW) Chair

The Professional Development Workshop Chair manages all pre-conference activities, including professional development workshops and doctoral consortium, at the Annual Meeting of the Academy of Management. She or he is elected by a vote of the division membership and is responsible to locate and appoint the doctoral consortium coordinator with consultation from Division Chair and Program Chair. The Professional Development Workshop Chair assumes office immediately upon election, and automatically advances to the position of program chair at the close of the Annual Business Meeting.

Secretary

The Secretary is appointed by the Executive Committee for a two-year term and is responsible for maintaining the membership list of the division and for keeping a record of the Division's Annual Business Meeting and any other duties or correspondence as may be requested by the Division Chair.

Treasurer

The treasurer is appointed by the division chair to a two-year term and prepares the financial statement for the division.

Newsletter Editor

The Newsletter Editor is responsible for publishing the division *Perspective* newsletter and distributing the newsletter and other communications to the membership at the request of the division chair. This position is appointed by the chair for a three-year term and may be reappointed to successive terms indefinitely.

Webmaster

The Webmaster is appointed by the Executive Committee to develop and maintain the division's website.

Ambassador-At-Large

Several Ambassadors-At-Large are appointed by the Executive Committee to help promote the activities of the division and to provide a link or contact person between the Academy of Management and other institutions and professional societies.

The officers named above constitute the Executive Committee of the OM Division, which serves as an advisory committee to the division chair on matters of policy and conducts the internal governance of the OM division. The Executive Committee is chaired by the chair of the division. It meets on an annual basis, in conjunction with the Annual Meeting of the Academy of Management. The current list of officers in the Executive Committee is shown in Appendix A.

C. Nomination and Election Process

The Nominating Committee, is chaired by the past division chair, and consists of the division chair and the chair-elect. The Nominating Committee solicits nominations from the division members who are members of the Academy and the OM division and narrows the list to two persons for the professional development workshop (PDW) chair election. This is typically done through a series of mid-year telephone and email communications between the members of the committee. The chair of the Nominating Committee verifies the willingness of all nominees to serve if elected and prepares the ballot and a brief biographical sketch of all nominees. The ballot is required to provide for write-in candidates for the office of professional development workshop (PDW) chair.

Election of the professional development workshop (PDW) chair is held using the AOM election system. An e-mail message is sent to all active (dues up-to-date) members of the OM Division during the early spring of each year. The vote counts are provided to the chair of the Nominating Committee or an appointed representative thirty days after the election closing date or by May 1, whichever comes first. The division chair and the president-elect of the Academy are notified no later than May 31 of the vote count for each candidate. The vote count is considered confidential information and is not disseminated further. The nominating committee chair also notifies each candidate of the winner of the election. In the event that any officer is unable to actively serve, the Nominating Committee appoints a replacement for the open position, as quickly as possible.

III. Annual Meeting Activities and Program

Many of the key activities of the OM Division take place immediately before or during the annual meeting of the Academy. In addition to the regular program, the OM Division annually sponsors several well-attended professional development workshops and a doctoral consortium.

A. Preconference/Professional Development Activities

The Doctoral Consortium is considered an integral part of the pre-conference activities. We had in the past used the traditional doctoral consortium format where we would invite faculty to talk about various aspects of teaching, research and service required for success in an academic career. For the 2002 annual meeting, we revised the Doctoral Consortium to target students early in their studies with a research incubator format. Students are asked to prepare a brief presentation of their research proposal. A panel of distinguished faculty members provides constructive suggestions and critiques on the students' proposal. We believe the students found this frank feedback to be very valuable as they sought to shape and improve their dissertation research designs. Remarks from both the faculty and student participants suggest that this approach provided an interesting exchange of ideas. We also managed to secure sponsorship from Bowling Green State University to provide financial support for the doctoral students to attend the consortium. The schedule of events starts at noon on the Saturday preceding the Annual Meeting of the Academy. We believe that the doctoral students are likely to be active participants in future meetings and thus the doctoral consortium is an important activity to promote the value of our division to the students.

In the last five years, the number of PDW sessions has increased from 3 in 2002 to 24 in 2006. In addition, we have seen a significant increase in collaboration with other divisions. Specifically, we did not collaborate with any divisions in 2002. However, we have increased collaboration over the years reaching a high of 15 divisions and two PDW themes (practice and teaching) in 2006. This healthy increase in collaboration will benefit our members who have been asking for greater cooperation with other divisions within AOM.

Year	Total Sessions	Co-Sponsors
2002	3	-
2003	6	MED, MH, ONE, TIMS
2004	7	BPS, MED, MOC, OB, OMT, ONE, PTC
2005	10	BPS, GDO, IM, MED, OB, OCIS, OMT, PNP, PTC, TIM
2006	24	RM, TIM, BPS, ENT, MED, MOC, CMS, ODC, OCIS, OMT, PNP, MSR, HCM, GDO, SIM, Practice Theme, Teaching Theme

B. Meeting Program

Each year the OM Division works diligently to provide the highest quality program for its membership. Over the past five years, we have observed a steady increase in the number of submissions and believe this trend will continue.

The meeting in Denver in 2002 was particularly important because we celebrated our division's 30th anniversary with the Academy. Fourteen of the past thirty division chairs

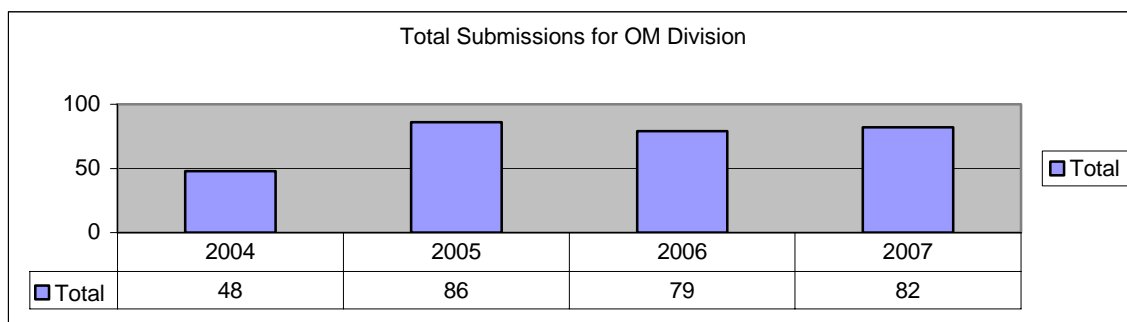
participated in the celebration. They were: Linda Sprague (1979, China Europe International Business School), Ken Ramsing (1980, University of Oregon), Dick Chase (1982, University of Southern California), Chan Hahn (1986, Bowling Green State University), Ram Narasimhan (1989, Michigan State University), Barbara Flynn (1991, Wake Forest University), Dan Reid (1992, University of New Hampshire), David Dilts (1993, Vanderbilt University), T.J. Wharton (1995), James Gilbert (1996, Rollins College), Stan Fawcett (1997, Brigham Young University), Peter Ward (1998, Ohio State University), Cecil Bozarth (1999, North Carolina State University), and Rob Klassen (2000, Western Ontario University).

The Division’s initial foray into recruitment started in September 2001 when Tom Choi (2002 Division Chair) organized an ad hoc committee on membership drive. A three-year membership strategic plan was developed at the end of November 2001. According to that plan we surveyed the presenters at the OM Division of the Academy to see whether their conference papers were published, and if so, where they were published. Consequently, three newsletter articles were written on this topic in fall 2002, spring 2003, and fall 2004 (see section VI (F) on page 25).

In 2005, as part of a concentrated recruitment effort we decided to identify two focus areas: project management and supply chain management. Our objective was to provide a venue for scholars in both areas to exchange ideas in teaching and research. We reviewed all papers accepted to both the Academy of Management and Decision Sciences for the preceding two years. We identified all papers on the topics and created a database of articles and authors. All email addresses were added to the database. An invitation to submit to the 2005 conference in Hawaii was sent to each author. Approximately 125 authors in the area of project management and 443 authors in supply chain were solicited.

While submissions to the entire Academy were up in 2005 by about 25%, the OM Division realized a larger increase of 79% due to the personal solicitation. Submissions have remained at the new and higher level.

The chart below shows the historical submissions.



The 2005 meeting in Hawaii represents a milestone for the division. For the first time, due to an increase in accepted papers, we had presentations that extended into Wednesday. This was repeated in 2006 and likely will be the same in 2007. We are very

excited by this overall trend. The increased participation by our members and the expansion of our program into Wednesday bodes well for the division.

B.1 Selection Procedures

Submissions for the OM division's program are solicited in the Academy's Call for Papers. Also, we make the solicitation in our division newsletter. At the same time, we sent out e-mails to the OM members as well as to the members of other divisions with which we share a large number of joint memberships (e.g., TIM and BPS).

Reviewers evaluate paper submissions using a standardized review form on the web. The form provides for quantitative ratings in several categories as well as written comments. There is also a separate form for symposia evaluation. These forms are shown in Appendix B.

When the review forms are submitted to the program chair, all submissions are ranked by the mean rating. The highest rated submissions are accepted. In cases where the ratings are close, written comments are used as a tiebreaker. The submitting authors have access to the reviewer comments.

B.2 Reviewers

The OM division applies a double-blind review process. In the last few years, we have updated and consolidated the potential reviewer pool. We have been successful in compiling a comprehensive reviewer list. The list of reviewers from 2002-2006 is shown in Appendix C.

In the preceding five years (1997-2002), 117 out of 137 reviewers who participated in the review process were from the US. Thus international reviewers represent only 15% of total reviewers. In the last five years we have significantly increased the number of international reviewers. For example, we had reviewers from 3 countries in 2003 versus reviewers from 14 countries in 2005 to an impressive 26 countries in 2006. In 2006, 55 out of 157 (35%) reviewers were from countries other than the US. The significant increase in international reviewers is due to the increasing number of international members in the division.

From 2002 to 2005, the OM division each year offers a "Best Reviewer Award" at the annual meeting to recognize and encourage reviewers. However, at the 2005 annual meeting, the Executive Committee decided to increase the number of reviewer awards to three for subsequent meetings. This is in response to the increasing submissions received by the division, which required an increase in the number of reviewers.

B.3 Program Statistics

The following table provides statistics for the OM division. As evident in the table, the overall submission rates have been increasing in the last five years. The significant

increase in submissions in 2005 (79% over 2004) could be attributed to the location of the meeting in Hawaii and the efforts to increase the membership of the division, especially the international membership. Overall, there were more submissions than forecasted by AOM for the meeting in Hawaii. Although we had slightly fewer submissions in Atlanta in 2006 than Hawaii the overall trend is very encouraging.

Year	2002	2003	2004	2005	2006
Papers Submitted	44	43	45	77	75
Symposia Submitted	4	3	3	9	4
Papers Presented	26	21	26	24	39
Symposia Presented	2	2	1	4	3
Interactive Papers	4	3	6	10	11
Visual Papers		6		12	10
Shared Interest Track	4		2		

B.4 Special Events

The OM division each year uses the Monday afternoon business meeting to recognize the outstanding work of our members by presenting the Chan Hahn Best Paper, the Best Student Paper Award, and the Best Reviewer Awards. In addition, the OM Scholar(s) is/are award was started in 2002. The OM scholars are recognized at the business meeting.

We also organize a special session where the top three papers from the *Journal of Operations Management (JOM)* from the previous year are presented. After the presentation, the editor of *JOM* awards a check to the winning author(s) of \$3000 and \$1000 each to authors of the two honorary mention papers.

The OM social event is held on Monday evening after the business meeting. In addition, we have sponsored a Division Welcome Breakfast, coffee breaks between sessions to provide opportunities for OM members to socialize with each other.

IV. Key Activities of the OM Division, 2002-2007

The highlight of each year's activities from 2002 to 2007 is summarized in this section.

A. 2002-03 Division Chair—Janet Hartley

The division's objectives for 2002-2003 were to 1) increase value for our members, and 2) increase the OM Division's visibility in the Academy of Management. The initiatives that were implemented in 2002-2003 to attain these objectives were:

- Building closer ties with the *Journal of Operations Management* with the 2003 *Journal of Operations Management* Best Paper Award presented at the annual meeting.

- Developing and presenting the OM Division Scholar award honoring distinguished leaders in OM. Distinguished OM Scholar Awards for 2003 were: Professors Chan Hahn (Bowling Green University), Jack Meredith (Wake Forest University), and Linda Sprague (China Europe International Business School).
- Revising the Doctoral Consortium to target students early in their studies with a research incubation format.
- Revising of the newsletter and website.
- Co-sponsoring PDW sessions with four other divisions.
- Obtaining external financial sponsorship for the Chan K. Hahn best paper award.

B. 2003-04 Division Chair—Kenneth K. Boyer

Two major initiatives were undertaken. The first involved an informal partnership with the Journal of Operations Management. First, starting at the 2002 conference and continuing forward through the 2006 conference, a premiere session scheduled on the Monday of the conference has preceded the formal business meeting and reception for the division. The session consists of three finalists for the best paper award presenting abbreviated versions of their JOM paper, followed by the formal presentation of the award. In the five years since the first session, this has always proven to be one of the most highly attended sessions on the division program. This partnership is very synergistic in building the reputation of both JOM and the division, particularly since more than one of the winners in the five year history of the award first presented their paper in unpublished form at the annual meeting.

Second, the Operations Management Distinguished Scholar program was formed to annually honor one or two individuals who have had a significant impact on research and teaching in the field. This program has honored Linda Sprague, Jack Meredith and Chan Hahn (2003), Roger Schroeder and Richard Chase (2004), Barbara Flynn (2005) and Aleda Roth (2006). In addition, a banner was created for the 2003 conference which adds the distinguished scholars each year as a rolling honor call.

C. 2004-05 Division Chair—Morgan Swink

This year marked continued growth in the OM division. The division launched several outreach initiatives including ramp-up of the OM division web site, lead by Elliot Bendoly, and establishing stronger linkages between the newsletter and website content. In this program year, Diane Parente introduced the notion of special sessions in the PDW and regular program sessions oriented around a unifying theme. The theme approach included a directed track and invited guest speakers from industry. Overall, the outreach program resulted in more submitted papers and increased conference attendance over prior years.

D. 2005-06 Division Chair—Rebecca Duray

The division membership continued to grow in 2006 when our membership topped 600 members for the first time. With an increase in membership of 69% over the past

five years, the division needed to strengthen its organizational structure and raise funds to keep up with our continuing growth.

The division began the year in good financial health. The previous leadership had been very cautious financially. Due to our fiscal responsibility, we ended 2005 with a large balance. Half of our funds were reallocated within AOM. Since we are a small division and have a small budget we lost approximately 25% of our yearly budget. To keep better track of our financial position throughout the year, the division implemented a proposed budget circulated to the executive team. In addition, we added a new position of Treasurer. We think the Treasurer position will provide more continuity to our financial planning.

Our growth also included an increase in the number of submissions. Online submission streamlined the process, but we needed to increase the number of reviewers. To show the importance of the reviews and to include more members in the AOM review process, we expanded the number of reviewer awards from one to three \$100 awards.

This year the division experienced a significantly increase in external contributions. In addition to ongoing sponsorship, seven universities and one individual sponsored activities at the annual meeting. Two of our major journals donated subscriptions to be given to members participating in the Division survey. For next year, the Division developed a program for sponsorship based on the TIM division. The Division will have a large board with all the sponsors posted in our main meeting room. Sponsorship levels will be: Bronze - \$100, Silver - \$300, Gold - \$ 500 (Coffee Breaks with program credit), and Platinum - \$1,000 + (Breakfast, Lunch, Receptions, Doctoral Consortium, PhD student scholarships, or co-sponsor OM Social with program credit.) We hope this will help to generate additional funds for our growing division.

The Division ended the year in a strong position for the future.

E. 2006-07 Division Chair—G. Keong Leong

The division membership has grown in the last few years to about 600 members. Most of the growth has come from international members. That is exciting news but in terms of sheer numbers we are still far behind many other divisions in the Academy, with a ranking of 21/24. Although membership has increased over the last few years, our objective is to continue to grow our division. Linda Brennan (Mercer University) has agreed to chair the Membership Committee comprising of Rachna Shah (University of Minnesota), Greg Stock (Northern Illinois University), and Veronica Martinez (Cranfield University).

This year we added several new division officers. Elliot Bendoly, Emory University, who had served for several years as the Webmaster, is the 2007 PDW Chair. We wish to thank Ravi Kathuria, Chapman University, for agreeing to take on the

responsibility of Webmaster. In addition, we welcome Amelia Carr, Bowling Green State University, as the new Treasurer. For years, we had managed without a treasurer but felt that our division and budget has grown over the years and we needed a treasurer to take care of the finances. The Board also decided to use Ambassadors-at-large to provide a link or contact person between the Academy of Management and other institutions and professional societies. Suzanne De Treuille (Université de Lausanne), Kate Blackmon (University of Oxford), and Anita Tucker (University of Pennsylvania) have all agreed to serve in that role.

Elliot Bendoly, the 2007 PDW Chair, reported that we will have 19 PDW sessions and the doctoral consortium. Several of the sessions will be co-sponsored with SIM, ONE, RM, TIM, BPS, ENT, MED, PNP, HCM, HR, and IM. There will be two field trips to Experience Management at the Constitution Center and the Park Maintenance Volunteering Project. Participating on field trips was listed as one of the activity that members in the self study survey would like to experience at the meeting.

The overall growth in membership as well as the increase in international members indicates that the division is moving in the right direction.

V. Membership

A. Current Status

Membership for the OM division stands at 573 as of Jan 5, 2007, although it reached a high of 602 members just before the meeting in Atlanta in 2006.

Our members are also involved in 23 other Divisions including Technology and Innovation Management (29%), Business Policy and Strategy (25%), Organization and Management Theory (17%), Research Methods (15%), International Management (14%), and Organizational Behavior (12%). Please see table below for details.

Operations Management Division Comparison

Total Members: 573

All numbers are current as of: 1/5/2007 12:36:17 PM

The Division Members are also in the following divisions:

Division Title	Count
Business Policy and Strategy	142
Careers	20
Conflict Management	20
Critical Management Studies	30
Entrepreneurship	42
Gender & Diversity in Organizations	15
Health Care Management	48
Human Resources	37
International Management	82
Management Consulting	58

Management Education and Development	61
Management History	28
Management Spirituality & Religion	24
Managerial and Organizational Cognition	23
Organization and Management Theory	97
Organization Development and Change	67
Organizational Behavior	69
Organizational Communication & Information Systems	45
Organizations and The Natural Environment	33
Public and Nonprofit	22
Research Methods	88
Social Issues in Management	25
Technology & Innovation Management	164

B. Trends

The division has grown from 405 members in June 30, 2002 to 573 members on January 5, 2007 (see Table below). This represents a growth of 41.5 % compared to AOM's growth of 30.4% over the same period. The trend is very encouraging since the last five-year (1997-2002) OM report showed that the division's growth was only 11% compared with the overall Academy membership increase of about 25%. We should point out that we compete for members with several organizations whose primary focus is in the area of Operations Management. Specifically, our strongest competition is from the Decision Sciences Institute (DSI), the European Operations Management Association (EurOMA), and the Production Operations Management (POM) Society.

Summary of Membership Data, 2002-2007 (as of 30th June for each year except 2007)

	2002		2003		2004		2005		2006		2007*	
	#	%	#	%	#	%	#	%	#	%	#	%
Academic	275	74%	282	63%	316	62%	348	61%	357	61%	346	60%
Emeritus	14	2%	15	3%	12	2%	12	2%	10	2%	11	2%
Executive	39	10%	48	11%	59	12%	69	12%	73	12%	60	10%
Student	77	14%	101	23%	124	24%	142	25%	150	25%	156	27%
Total OM	405		446		511		571		590		573	
% Increase			9.19%		12.72%		10.51%		3.22%		-2.97%	
OM % of Total	3.26%		3.34%		3.49%		3.59%		3.54%		3.54%	
Total AOM	12,416		13,370		14,638		15,895		16,679		16,188	
% Increase			7.68%		9.48%		8.59%		4.93%		-2.94%	
OM rank	21		21		22		21		22		21	

Note: * Data for 2007 is for Jan 5, 2007

It should be noted that the Careers Division in 2006 had a ranking of 21 with 594 members compared with 590 members for the OM Division. In 2007, the OM Division is tied with the Careers Division for 21st in terms of membership.

International membership of the division continues to grow indicating the goal of the division to diversify outside the US. As of Jan 5, 2007 AOM's international members account for 35.6% of its membership. OM's international members represent 34.1% of the division's membership. We are now much closer to the Academy's percentage of international members.

In the last three years (2004-06) our membership outside of the US has increased from 37 to 40 countries. The United Kingdom, Canada, and Netherlands represent the three largest international member countries. The listing of the international membership from 2004 to 2006 is shown below.

OM Membership by Country

Country	2004	2005	2006
Albania	0	0	1
Antigua	1	0	0
Argentina	2	2	1
Australia	6	11	9
Belarus	1	0	0
Belgium	3	3	2
Brazil	3	6	5
Canada	15	22	26
China	2	4	3
Croatia	0	0	1
Czech Republic	0	1	1
Denmark	7	6	6
Dominican Republic	0	0	1
Egypt	1	2	2
Finland	4	4	6
France	2	2	4
Germany	3	3	4
Greece	3	2	4
Hong Kong	3	4	4
India	1	3	4
Indonesia	1	1	0
Ireland	6	7	5
Israel	2	1	3
Italy	3	3	3
Jamaica	0	1	0
Japan	4	6	10
Malaysia	1	0	0
Mexico	1	1	1
Netherlands	17	18	21
New Caledonia	1	1	1
New Zealand	4	3	5

Nigeria	1	0	0
Pakistan	0	1	1
Portugal	1	2	1
Saudi Arabia	1	1	0
Scotland	0	1	1
Singapore	2	1	1
South Africa	0	2	2
South Korea	1	1	2
Spain	6	7	8
Sweden	3	3	4
Switzerland	5	7	9
Taiwan	3	4	6
Thailand	0	0	2
Turkey	1	1	1
UAE	0	3	1
United Kingdom	22	26	29
United States	367	394	389
US % of Total	72.0%	69.0%	65.9%
TOTAL MEMBERS	510	571	590

C. Composition

The comparison of the division composition compared to AOM's composition is shown in the table below. We have dramatically increased the percentage of student membership from 17% in the last five-year report to 27%, which is now at the level of AOM. We should continue to attract student members since they are likely to be active members of the Academy. The division's percentage of executives (10.5%) is also much higher than AOM (1.4%). We feel that the OM Division connects with practitioners better than other divisions.

Composition by Category on Jan 5, 2007				
	OM		AOM	
Academic	346	60.4%	10277	63.5%
Emeritus	11	1.9%	1388	8.6%
Executive	60	10.5%	227	1.4%
Student	156	27.2%	4296	26.5%
Total Membership	573	100.0%	16188	100.0%

VI. Membership Services

A. Newsletters

The OM Division, *OM Perspective*, newsletter has undergone some changes in the last five years. Diane Parente and Peggy Lee have been instrumental in improving the newsletter. In 1999 we discontinued sending paper copies and began to email the newsletter to our members and to post it on the division web site. In the spirit of the technological age and to get more traffic on the web site, members are now informed via a broadcast email when the newsletter has been posted. The responsibility for the newsletter has undergone a change as well. In 2000, the secretary was also the webmaster and newsletter editor. Now there are three separate people fulfilling these roles. This change is consistent with our goal of increasing the number of members involved in the activities of the Division.

At the 2006 AOM meeting in Atlanta, the Executive Committee decided to increase the number of issue to three a year. This was done as part of our initiative to increase communication with the members. The fall issue includes reports on the annual meeting from each officer, minutes of the Division Business meeting, calls for papers and the announcement of the doctoral symposium for the following year. We also now include information on OM journals and a regular feature is the general call for papers for the *Decision Sciences Institute Journal of Innovative Education*. We frequently include announcements and information from partner organizations such as EurOMA. The winter edition includes reports from the division chair, the pre-program chair and the program chair, as well as the doctoral symposium coordinator. The spring issue reports on what can be expected at the upcoming annual meeting, encouraging members to attend. In 2006, the OM Perspective newsletter is in its 35th year of publishing. The OM Perspectives can be found in our website at

<http://om.aonline.org/newsletters.php>.

The following are the newsletter issues published from 2002-2006:

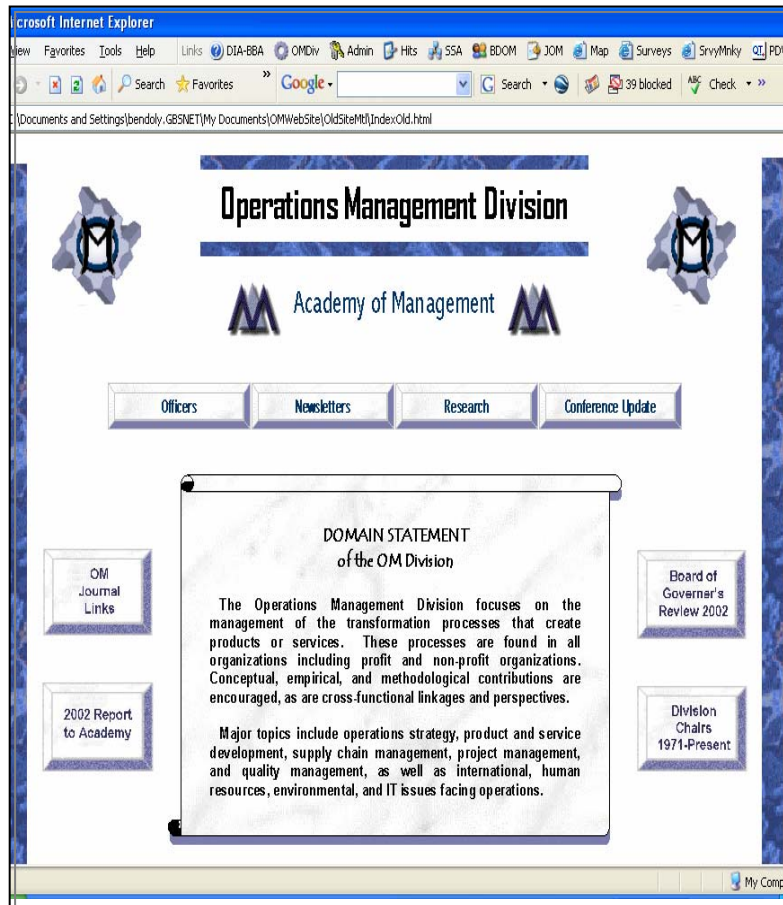
- Fall 2006 (Highlights from Atlanta; Governance; New calls)
- Summer 2006 (Atlanta Program; Methodological Directions)
- Fall 2005 (Highlights from Honolulu; New Business)
- Spring 2005 (Honolulu Program and Focus Panels)
- Fall 2004 (Highlights from New Orleans; New Directives)
- Spring 2004 (New Orleans Program and PDW Update)
- Fall 2003 (Highlights from Seattle, First OM Scholar Awards)
- Spring 2003 (Seattle Program and PDW Update)
- Fall 2002 (Highlights from Denver, 5yr Review, Past Chairs)
- Spring 2002 (Denver Program and PDW Update)

B. Electronic Communication Services

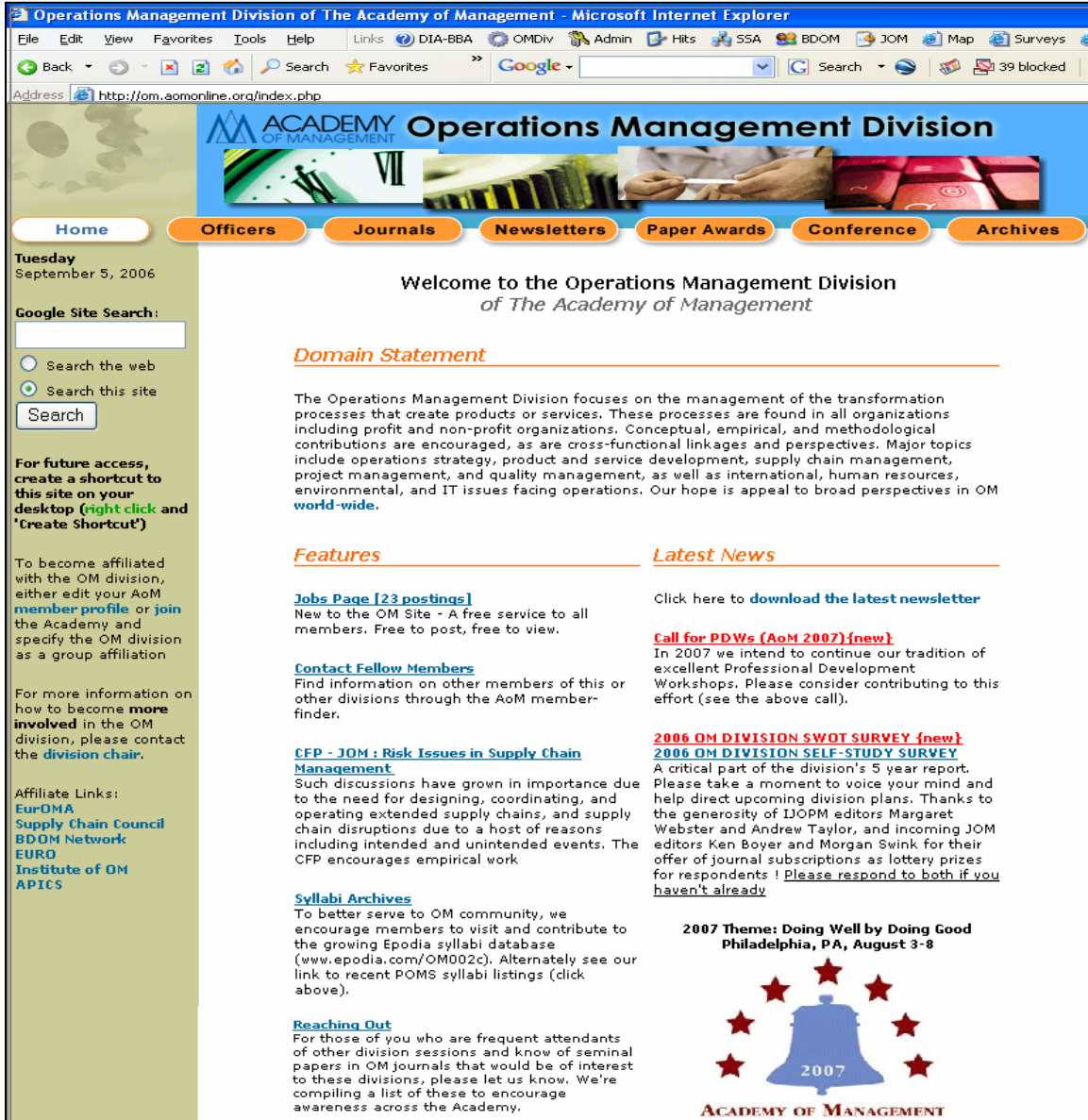
In addition to the newsletter, the OM division’s web page provides information on research, journal links, other OM societies, and other OM related sites. It also lists special call for papers from various journals in the OM field.

Division Website

During the last five years, the OM Division website has undergone a complete overhaul to match the evolution of the Academy’s on-line image. The development has served the division well, providing increased access to division-related and discipline-specific information intended to both grow the interest in the division and make the site a central hub for professional communication (e.g. job opportunities, calls for papers, affiliated associations, etc. – See clips of former [right] and revised [below] OM division main page).

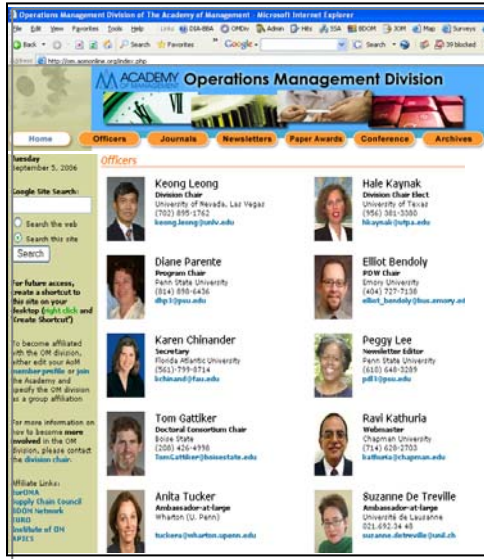


Former site (Clip taken 4/5/02)



Revised Division Main Page (Clip taken 9/5/06)

In addition to regularly updated professional announcements, the site provides clear access to officer contact information, division newsletters (going back to 1999), division paper award winners (going back to 1995) and a general materials archive (e.g. past calls, division presentations, etc.).



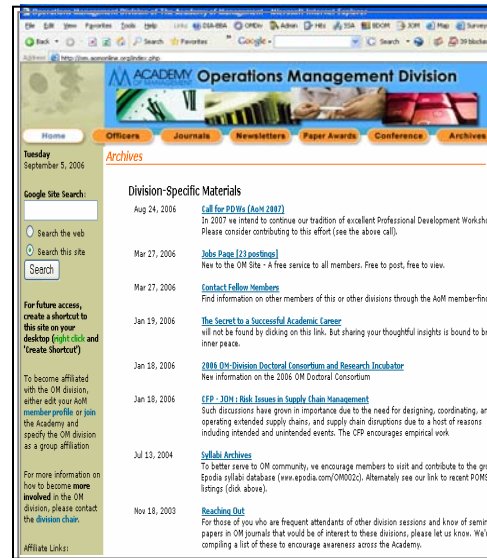
Officers page



Newsletters page

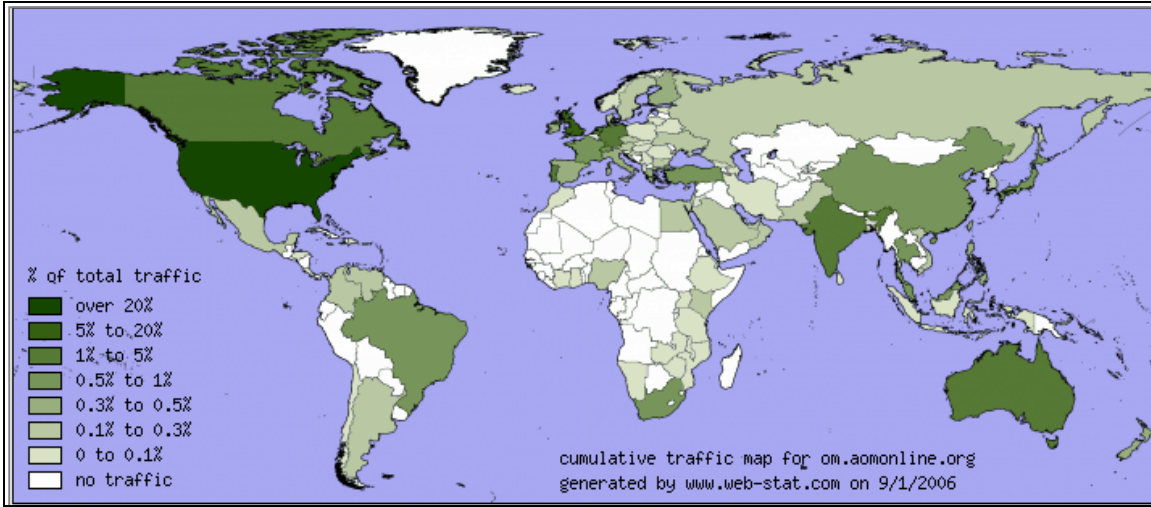


Award-winners page

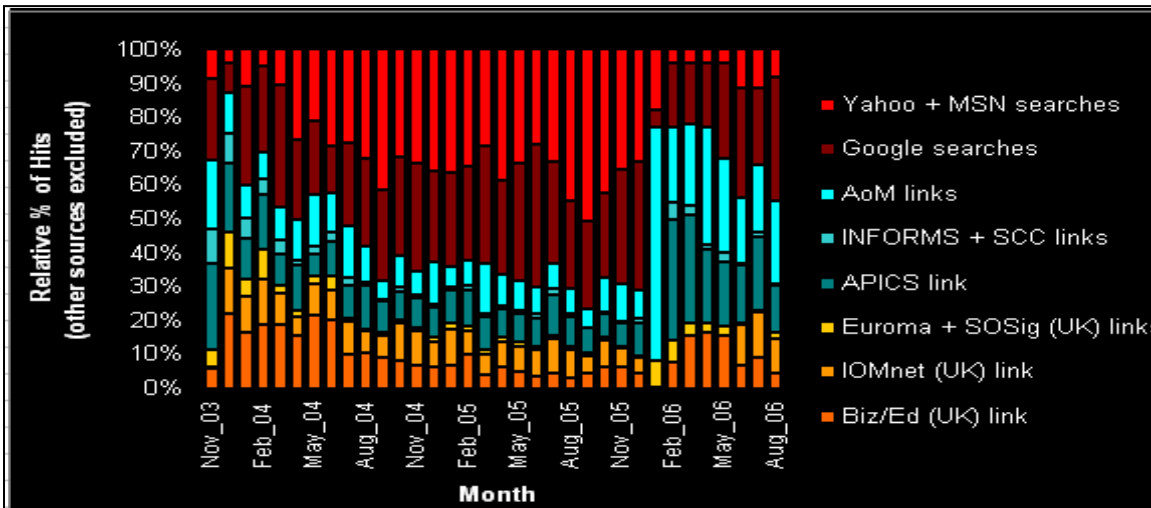


Archives page

Evidence of the effectiveness of this site includes growth trends in the site's usage, both in terms of general visitations as well as from an international image perspective. Depictions of international usage and the effectiveness of external references to the site are provided in the following charts.



Map of international traffic to OM Division website



References (other than “direct”) to OM Division site

It should be noted that as an unfortunate result of the Academy’s change in site management in late 2005 (resulting in a renaming of the site URL), the division lost visibility in a number of search engines. Yahoo and MSN visibility is yet to recover regardless of numerous requests to affiliate the new URL with past key word searches. Regardless, monthly visitation rates have now been growing by approximately 44 individuals for the last several months, with monthly visitations approximately equivalent to the number of individuals registered as members of the division. A survey of the division members conducted in early 2006 revealed that members on average visit the site once a month, though site visitation is also highly tied to e-mailed division announcements.

C. Teaching and Practice

Our program frequently includes curriculum and teaching oriented sessions, which are shown below. Various cutting technologies that could be adopted in a classroom context were introduced.

2002

- “New Teaching Resources for Service Management Service Management Teaching”
- “Are You Ready to Swim? Assessing Readiness for Integration in Teaching”

2003

- “The Reality of Distance Education: Trials and Tribulations”

2004

- “Drivers for Management in the Engineering Curriculum”
- “Teaching Project Management: Integrating a Simulation”
- “Teaching Managers about Managing the Continuous Improvement Enterprise”

2005

- “Case Writing Workshop”
- “Developing and Using Cases in Teaching and Research”
- “Mid-Life Crisis: Revisiting the Role of Operations in the Core Business Curriculum”
- “The Status of OM within the Business Curriculum”

2006

- “Supply Chain Management Active Learning
- “Teaching with Technology: Providing Students With Tools To Put Course Knowledge Into Organizational Action”
- “Using Second Generation E-Learning for Supporting Action-Based Management Education”
- “Using Simulation to Enhance Operations Management Education”
- “Using Cutting Edge Technology in Management Education”
- “Sports Coaches Model Lessons for Teaching Management Coaching”
- “In Teaching Product Innovation and Commercialization: A Multi-Functional Approach”

D. Diversity

We have tried to include international papers in our regular sessions and to increase the pool of international reviewers. International members represent 34.1% of the division’s membership. We are now much closer to the Academy’s percentage of international members, 35.6%. In the last three years (2004-06) the division’s

membership outside of the US has increased from 37 to 40 countries. In addition, the number of international reviewers has also increased dramatically, including the number of countries where the reviewers are from.

E. Recognition

The winner of Chan Hahn Best Paper award receives \$500. We present \$500 to the winner of the Best Student Paper Award. We also gave away several Best Reviewer Awards.

Award-Winning Papers

<i>Award Year</i>	<i>Chan Hahn Winners</i>	<i>Student Winners</i>
2006	Xingxing Zu, Lawrence Fredendall, Tina Robbins (Clemson University) <u>"Organizational Culture and Quality Practices in Six Sigma"</u>	Mahour Parast (University of Nebraska-Lincoln) <u>"A Framework for Quality Management Practices in Strategic Alliances"</u>
2005	Ravi Kathuria (Chapman University) <u>"Competitive Priorities as Trade-Offs or Mutually Supportive: Can We Call the Question Yet?"</u>	Andrea McGee Prud'homme, Ken Boyer, and Roger Calantone (Michigan State University) <u>"AM, TCA, & SERVQUAL Compared: Measuring Online Customer Satisfaction & Preference Across Regions"</u>
2004	Adrian Choo (Rensselaer Polytechnic Institute), Kevin Lindermand and Roger Schroeder (University of Minnesota) <u>"Social and Method Effects on Learning Behaviors and Knowledge Creation in Six Sigma Projects"</u>	Gopesh Anand (Ohio State University) <u>"Fit, Flexibility and Performance in Manufacturing: Coping with Dynamic Environments"</u>
2003	Mark Pagell (Oregon State University) and Daniel Krause (Arizona State University) <u>"Re-exploring the Relationship Between Flexibility and the External Environment"</u>	Murat Kristal, Aleda Roth, and Jayashankar Swaminathan (University of North Carolina- Chapel Hill) <u>"Effect of Product Variety, Complexity and Technology on Manufacturing Performance"</u>
2002	Michael Song and Morgan Swink (Michigan State University) <u>"Marketing-Manufacturing Joint Involvement Across Stages of New Product Development: Effects on the Success of Radical vs. Incremental Innovations"</u>	Anita Tucker (Harvard Business School) <u>"The Impact of Operational Failures on Hospital Nurses and their Patients"</u>

OM Division Best Reviewer Award

<i>Year</i>	<i>Best Reviewer</i>
2002	Amy Zeng, Worcester Polytechnic Institute
2003	Dan Heiser, DePaul University
2004	Suzanne de Treville, University of Lausanne, Switzerland
2005	Kathryn Blackmon, University of Oxford, United Kingdom
2006	Rita Di Mascio, University of New South Wales, Australia Thomas F. Gattiker, Boise State University John K. Visich, Bryant University

F. Status of OM Papers Presented at AOM Annual Meetings

An investigation by Hale Kaynak (The University of Texas-Pan American) shows that well over one-half of the OM papers (1997-2001) presented at past AOM meetings has been published in top OM journals. The following are the three articles that examine the status of OM papers presented at AOM annual meetings and published in the Fall 2002, Spring 2003, and Fall 2004 OM *Perspective* Newsletters.

- *Where have all our papers gone? (Status of papers presented the OM Division!)* by Hale Kaynak (The University of Texas-Pan American), Fall 2002

In an effort to increase the membership base of the Operations Management (OM) Division of the Academy of Management, Ken Boyer, Division Chair Elect and I identified 111 papers presented in the OM Division (in regular and interactive sessions) during 1997-2001. An e-mail was sent to the presenters of these papers in the beginning of September, asking whether the paper was resulted in a publication. We also asked the presenters to send us the citations of their published papers if their papers were published or scheduled for publication. Three weeks after the initial e-mailing, a follow-up e-mail was sent to the presenters who had not responded to the first e-mail. Although we are still receiving responses to our second e-mailing, the responses we have received so far have been very supportive of the OM Division so we wanted to share the initial results with you.

As of the day this report is being written, we received information regarding 72 papers presented. These presentations produced forty-six journal articles that have already been published or are forthcoming. In addition, two papers presented resulted in chapters in books. Furthermore, 13 papers are under review in various journals. We also were informed by two presenters that the symposiums they participated in led to the publications. While we are missing information, these early results suggest that the papers presented in the OM division are of very high caliber, since well over half of the papers have been or will be published in top-tier academic journals.

Out of 46 accepted papers, 20 papers have appeared or are going to appear in the *Journal of Operations Management (JOM)*. It seems that, in terms of research scope and research method, the authors of these papers considered *JOM* as the most relevant publication venue for the papers they had presented in the OM division. This finding is encouraging towards the efforts on linking the OM division with *JOM*. The rest of the papers have been published or are forthcoming in various top-tier journals relevant to OM, including: *Management Science*, *Journal of Engineering and Technology Management*.

In summary, the presentations in the OM Division produced a significant number of publications in highly recognized journals. Some respondents commented that the feedback they received on their paper at the meeting helped them to improve the quality of their papers. It appears that presenting a paper in the OM Division pays off.

We certainly are going to share the detailed final results with you in the upcoming issues of the Newsletter. We are most grateful to the presenters for taking their time from their busy schedule to respond to our e-mail. If you have received our e-mail and have not responded yet, please do so. If we have missed your paper(s) you presented in the Division during 1997-2001, please let us know at hkaynak@panam.edu.

- *Where have all our papers gone? (Status of papers presented the OM Division!)* by Hale Kaynak (The University of Texas-Pan American), Spring 2003

In the fall issue of the Operations Management (OM) Division Newsletter, the initial results of an investigation on the status of the papers presented in the OM Division were reported. This investigation was an effort to increase the membership base of the OM Division. Ken Boyer, Division Chair Elect, and I identified 111 papers presented in the OM Division (in regular and interactive sessions) during 1997-2001. An e-mail asking whether the papers resulted in a publication was sent to the presenters at the beginning of September. We also asked the presenters to send us the citations for papers that have been published or that are scheduled for publication. Three weeks after the initial e-mailing, a follow-up e-mail was sent to the presenters who had not responded to the first e-mail. As a result of our first and second e-mailings, we received information regarding 75 papers presented.

These presentations produced 46 journal articles, published or forthcoming. The list of all journals in which papers have been published and the number published in each is presented in Table 1. In addition, three papers appeared in books: one was contributed to *Advances in the Management of Organizational Quality* and the others were published as chapters in *New Directions in Supply-Chain Management* and *Management, Leadership and Human Resources Management in Turkey from the Perspective of Academicians and Professionals*.

Two presenters also informed us that the symposiums in which they had participated led to publications. One of these symposium papers was contributed to *Advances in the Management of Organizational Quality*. Another symposium led to an entire special issue of *Journal of Operations Management* that the presenter and co-presenters edited. Furthermore, 12 papers are currently under review by various journals.

As a review of Table 1 indicates, out of 46 papers, 19 have appeared or will appear in the *Journal of Operations Management (JOM)*. It seems that, in terms of research scope and method, the authors of these papers considered *JOM* as the most relevant publication venue for the papers they had presented in the OM division. This finding is an encouraging advance in the efforts to link the OM division with *JOM*. The remaining papers have been published or are forthcoming in various top-tier journals relevant to OM.

Our survey uncovered several interesting things. In three instances, a single presentation resulted in two publications, and in one instance, two presentations led to a single publication. We also calculated the time lag between the time a presentation was given in the OM division and the year that presentation appeared as a publication. (We had publication information for 45 published presentations.) On average, it took 1.43 years for a presentation to appear as a publication. Forty percent of the presentations were published within one year of being given, approximately 22 percent of them were published within two years, about 13 percent of them were published within three years, and two presentations took nearly four years to be published. Eight presentations appeared as publications in the same year. Clearly, the presentations in the OM Division produced a significant number of publications in highly recognized journals. Several respondents commented that the feedback they had received on their papers at the meeting helped them improve the quality of their papers. It appears that presenting a paper in the OM Division pays off.

We are most grateful to the presenters for taking time from their busy schedules to respond to our e-mails. Because we would like to continue compiling this type of data, we still need the cooperation of OM members in three ways. First, if anyone has received our e-mails and has not yet responded, please do so. Second, if we have missed any paper(s) presented in the Division during 1997-2001, please let us know at hkaynak@panam.edu. Finally, please let us know about any papers presented in the Division in 2002 that have been published or accepted for publication at hkaynak@panam.edu.

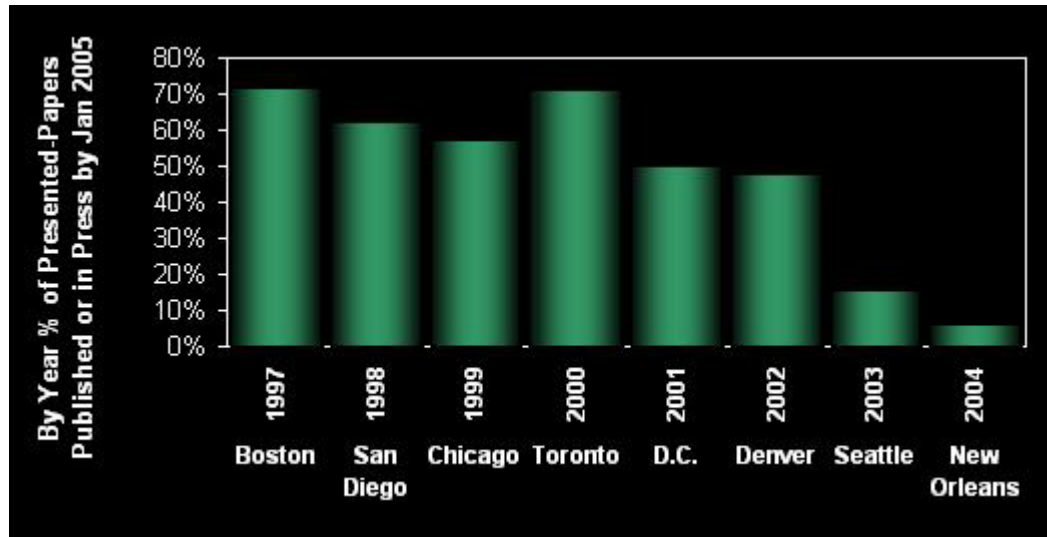
Table 1: Distribution of Articles

Journal	# articles published
<i>Journal of Operations Management</i>	19
<i>Decision Sciences</i>	2
<i>Production and Operations Management</i>	2
<i>International Journal of Production Research</i>	2
<i>Academy of Management Review</i>	1
<i>Decision Line</i>	1
<i>European Journal of Operations Research</i>	1
<i>European Management Journal</i>	1
<i>Industrial Marketing Management</i>	1
<i>International Journal of Innovation Management</i>	1
<i>International Journal of Manufacturing Technology & Management</i>	1
<i>International Journal of Operations & Production Management</i>	1
<i>International Journal of Physical Distribution & Logistic Management</i>	1
<i>International Journal of Project Management</i>	1
<i>The International Journal of Purchasing and Supply</i>	1
<i>International Journal of Service Industry Management</i>	1
<i>Journal of Engineering and Technology Management</i>	1
<i>The Journal of High Technology Management Research</i>	1
<i>Journal of Product Innovation Management</i>	1
<i>Journal of Quality Management</i>	1
<i>Journal of Management</i>	1
<i>Journal of Service Research</i>	1
<i>Management Science</i>	1
<i>Research in Engineering Design</i>	1
<i>Omega</i>	1
Total	46

- **“Presentation Destinations: An Update,”** Elliot Bendoly, Emory University, Fall 2004.

Following up on 2002 study conducted by Ken Boyer and Hale Kaynak regarding the evolution of papers presented at the OM division sessions, an additional round of e-mails was sent out to presenters of papers at the 2002, 2003 and 2004 meetings. This was accompanied by additional emails to authors who presented works at the 1997-2001 meetings for which publication information had not previously been established. These emails were followed by still another round to non-respondents.

Out of the 194 papers presented at the 1997 to 2004 meetings, 87 have been published or accepted for press (as of January 2005). The percentage of presentations ending up in press for each of the AOM meetings is presented in the following graphic:



According to the respondents an additional 41 manuscripts (of the 194 polled) are currently under review.

Of those published or in press, approximately 45% found a home either in JOM or IJOPM (the two most common of the publishing outlets for the division presentations). The second tier of most common outlets, accounting for 15% of the presentation publications, included Management Science, POM, Decision Sciences, Journal of Services Research and EJOR. Success with the placement of research into these prestigious outlets is a testament to the quality of the presentations that have been hosted by the OM division over the years, as well as to the rigor of the OM division' review process and feedback provided by OM session attendees.

VII. Best Practices

A. Doctoral Consortium

For the 2002 annual meeting, we revised the Doctoral Consortium to use a research incubator format. Preference is given to those students who are “mid-career” within their doctoral program; that is, those who have formulated a dissertation research proposal but have not yet carried through the bulk of the dissertation research. The research incubator format is generally less appropriate for students in the early stage, or concluding stage, of their doctoral program. Students who have attended other doctoral consortia find this consortium uniquely beneficial due to its sole and intensive

focus on developing research. A panel of distinguished faculty members provides constructive suggestions and critiques on the students' proposal. We believe the students found this frank feedback to be very valuable as they sought to shape and improve their dissertation research designs. Remarks from both the faculty and student participants suggest that this approach provided an interesting exchange of ideas. We also managed to secure sponsorship from the Supply Chain Management Institute at Bowling Green State University to provide financial support for the doctoral students to attend the consortium. A sample of comments from the doctoral consortium participants in 2006 are provided in Appendix D.

B. Increasing the number of Newsletter issues per year by 50%

At the 2006 AOM meeting in Atlanta, the Executive Committee decided to increase the number of issue from two to three a year to improve communications with our members.

C. *Journal of Operations Management* Best Paper Award

The OM Division has forged closer ties with the *Journal of Operations Management (JOM)*. Thanks to the efforts of Thomas Choi and Kenneth K. Boyer, the Editor of the *Journal of Operations Management* will present the journal's annual awards starting at the 2003 AOM meeting in Seattle. A special session is arranged at the annual meeting whereby three of the journal's best *JOM* papers for the year will be presented at the session. After the presentations, the winner of the best paper is announced. The winner receives a \$3000 check and the two honorary mentions each receive a \$1000 check from *JOM*.

2003 Winner

- "Multiple Case Studies of Team Effectiveness in Manufacturing Organizations" by Mark Pagell (Oregon State University) and Jeffrey LaPine (University of Florida)

2003 Honorable Mention Awards

- "Unveiling the Structure of Supply Networks: Case Studies in Honda, Acura and Daimler Chrysler," Thomas Choi (Arizona State University) and Yunsook Hong (Arizona State University)
- "Demand Chain Management in Manufacturing and Services: Web-based Integration, Drivers and Performance," Markham Frohlich (London Business School) and Roy Westbrook (University of Oxford).

2004 Winner

- "The effect of supply chain glitches on shareholder wealth," Kevin B Hendricks (U. of Western Ontario) and Vinod R Singhal (Georgia Tech)

2004 Honorable Mention Awards

- “The impact of human resource management practices on operational performance,” Sohel Ahmad (St. Cloud State U.) and Roger Schroeder (U. of Minnesota)
- “Organizational learning as a strategic resource in supply management,” Tomas Hult (Michigan State U.), David J. Ketchen, Jr. (Florida State U.), Ernest L. Nichols, Jr. (U. of Memphis)

2005 Winner

- “Plant Roles and Decision Autonomy in Multinational Plant Networks,” Catherine Maritan (Syracuse University), Aneel Karnani (University of Michigan), and Thomas Brush (Purdue University).

2005 Honorary Mention Awards

- “Relationships Between Operational Practices & Performance Among Early Adopters of Green Supply Chain,” Qinghua Zhu (Dalian University of Technology) and Joseph Sarkis (Clark University)
- “Strategic Purchasing, Supply Management, and Firm Performance,” by Injazz Chen (Cleveland State University), Antony Paulraj (Cleveland State University), and Augustine A Lado (Clarkson University).

2006 Winner

- “Supplier–supplier Relationships in the Buyer–supplier Triad: Building Theories from Eight Case Studies,” Zhaohui Wu (Oregon State University) and Thomas Y. Choi (Arizona State University).

2006 Honorary Mention Awards

- “Convergence Hypothesis versus National Specificity Arguments,” Manus Rungtusanatham (Arizona State University), Cipriano Forza (University of Padova), Balaji R. Koka (Arizona State University), Fabrizio Salvador (Instituto de Empresa), and Winter Nie (Thunderbird, The Garvin School of International Management)
- “Role Change of Design Engineers in Product Development,” Paul Hong (University of Toledo), Mark A. Vonderembse (University of Toledo), William Doll (University of Toledo), and Abraham Y. Nahm (University of Wisconsin - Eau Claire)

D. OM Division Scholar

The “OM Division Scholar” award was created to honor outstanding leadership, to recognize accomplishments and impact on empirical research, and to reward excellence and commitment to service both within the field and within the Academy of Management. The committee of five members consists of the past and incoming

division chairs respectively, and three at-large members appointed for rotating three year terms is charged with accepting nominations and deciding on the award winner(s). The OM Division may honor up to three individuals each year. In the first year of the awards, each OM Scholar received a plaque. However, since 2004, the Emerald Group Publishing Limited and the *International Journal of Operations and Production Management* has agreed to donate a beautiful, colored glass bowl from the Isle of Wight Glass Studios for each of our scholars. The OM Scholars are shown below.

Year	OM Scholars
2003	Chan Hahn (Bowling Green University) Jack Meredith (Wake Forest University) Linda Sprague (China Europe International Business School)
2004	Roger Schroeder (University of Minnesota) Richard Chase (University of Southern California)
2005	Barbara Flynn (Wake Forest University)
2006	Aleda Roth (University of North Carolina – Chapel Hill)

VIII. Finances

A. Current Status

The OM division is a small division but we have strived to maintain a positive balance at the end of each year. The following are the ending balance for:

- 2002 – \$2,770.98
- 2003 – \$3,620.39
- 2004 – \$2,757.00
- 2005 – \$680.79
- 2006 – \$48.33

In 2004, \$1,261.02 was the amount reverting to the general AOM account because the division is not allowed to carry excess funds to the next year.

In 2006 we had an allocation of \$6,139 from the Academy as a result of our increased membership. A copy of the most recent financial status report is attached as Appendix E. Although the report shows that the OM division has \$48.33 in the account, the amount does not reflect sponsorship/donations shown below that total \$2,300. With these money added in, the balance going into 2007 should be \$2,348.33.

Contributor	Amount
Penn State	\$800.00
McGraw–Hill	\$900.00
Bowling Green State University	\$600.00
TOTAL	\$2,300.00

B. Trends

The expenses for social hours and awards have increased in the last five years faster than the increases in membership. Consequently, we have to supplement the regular income allocation from the Academy with the sponsorships/donations from various sources. The donors in the past five years have included the following:

- Andy Cwalina, Nova Southeastern University
- Arizona State University
- Boise State University
- Bowling Green State University
- Emerald Group Publishing Limited
- Emory University
- Indiana University
- *International Journal of Operations and Production Management (IJOPM)*
- McGraw-Hill
- Michigan State University
- Penn-State Erie
- University of Colorado at Colorado Spring
- University of Nevada Las Vegas
- University of St. Thomas
- University of Texas-Pan American
- Wilfrid Laurier University

IX. Division Survey

For the purpose of the five-year review, the OM division modified the survey provided by the Academy. The modification was made based on the comments from several executive committee members. The survey should provide feedback from our members on a variety of issues for improving the division and serving the members better. A copy of this survey is shown in Appendix F.

Once we put the survey on the web, we send out several e-mails to the division members at different times reminding them to complete it. We had a 22.4% response rate (135 out of 602 members at time of survey) thanks to our members who responded to the survey. This response rate is much higher than the 15% that the Academy recommends as the minimum threshold. Tabulation of the numerical data (e.g., frequency counts) and listing of the feedback appear in Appendix G.

As an incentive to fill in the survey questionnaire, we offered two prizes based on a random drawing of survey respondents. The two lucky winners are:

- 1 year *Journal of Operations Management* subscription: Kurt Hozak (Ohio State University)
- 1 year electronic *International Journal of Operations and Production Management* subscription: Mile Terziovski (University of Melbourne)

We wish to thank Ken Boyer and Morgan Swink, co-editors of the *Journal of Operations Management* and Andrew Taylor and Margaret Webster, co-editors of the *International Journal of Operations and Production Management* for their generous donation.

The responses are analyzed and presented in Appendix G. Our members who responded to the survey come from 18 countries providing a very international perspective to the questions asked. Members generally agree (5.66/7) that “the division's program at the Academy meeting is both interesting and useful to them.” Also, members on the average agree (5.46/7) that “the division's leaders are very responsive to its members concerns and interests.” In addition, the members agree (5.26/7) that the “division's pre-conference activities provide members with a valuable service.” Nearly one-quarter (24%) of our members surveyed indicate that if their papers were not accepted for a 'traditional' paper session, they would not participate in a visual or interactive session. Not surprisingly, research was the top reason for membership in the division, followed by teaching, a distant second. The most commonly cited reason that prevent or may prevent members from attending the meetings on a regular basis is lack of travel support.

X. SWOT Analysis

A. Strengths

- Devoted members/leaders
- Emphasis on empirical research
- Diversity of membership and research topics
- Collegial and friendly environment which encourages interaction
- High quality research and recognition of OM issues in business, especially supply chain
- Website links to other members and syllabi archive
- Doctoral consortium

B. Weaknesses

- Small size (risking burnout of members, lack of visibility, lack of variety in programming)
- Lack of collaboration with other divisions
- Too small to have impact on AOM meeting
- Need to emphasize theory development, rigor, innovative thinking, and methodological openness in research
- Low level of networking and professional benefit perceived by members as a result of OM membership

C. Opportunities

- Growing overall division as well as international membership
- More integrated paper sessions with other divisions
- Recruiting doctoral students to be members early in their graduate program
- Provide opportunities for cross-discipline, theory-development research
- More social activities for smaller groups
- Create an active electronic community OM
- Invite high profile OM speakers to open OM Division session

D. Threats

- Other similar professional organizations such as POMS, DSI, INFORMS, and EUROMA
- Small division size and visibility within the Academy
- AOM publications publish few OM articles
- Competition from other divisions

E. Potential actions as a result of SWOT Analysis

We propose the following actions based on the outcome of our SWOT analysis and other questions from the survey of our members.

E.1 Division Focus

- Promote high quality empirical research
- Promote cross-disciplinary issues and research
- Promote collaboration with other divisions

E.2 Providing Value for Members

- Recruit outstanding international members for leadership positions
- Identify significant research areas such as supply chain management and project management, prepare a list of researchers in these areas, and encourage these scholars to submit their work to the annual meeting
- Work toward inviting prestigious past leaders to enable small group interaction with early scholars
- Continue to improve the division website. In addition to providing information about the division such as newsletters, list of officers, paper awards, and annual meetings, we have added the following: jobs page, student applications page, and syllabi archives.
- Continue to establish a high level of communication on important and relevant topics with current and prospective members by increasing the number of issues and improving the content of *Perspective*, the division's newsletter.

- Organize plant tours at annual meetings
- Continue using the research incubator format for the doctoral consortium

E.3 Division Size

- Expand overall membership to ensure the viability and visibility of the division
- Continue to increase the number of international members
- Continue to increase our collaboration with other divisions in organizing sessions both for the PDW and the main program.

APPENDIX A

OM Division Officers 2006-07

OM Division Officers 2006-07

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APPENDIX B

OM DIVISION PAPER AND SYMPOSIUM REVIEW FORMS

Paper Review Form PREVIEW

<p>★This paper is significant to the field of Operations Management (OM).</p>	<p>(1) <input type="checkbox"/> Strongly Disagree</p> <p>(2) <input type="checkbox"/> Disagree</p> <p>(3) <input type="checkbox"/> Neutral</p> <p>(4) <input type="checkbox"/> Agree</p> <p>(5) <input type="checkbox"/> Strongly Agree</p>
<p>★Theoretical Contribution</p>	<p><input type="checkbox"/> Not Applicable</p> <p>(1) <input type="checkbox"/> None</p> <p>(2) <input type="checkbox"/> Trivial</p> <p>(3) <input type="checkbox"/> Modest</p> <p>(4) <input type="checkbox"/> Significant</p> <p>(5) <input type="checkbox"/> Important</p>
<p>★Appropriate Methodological Rigor Such as Variables</p>	<p><input type="checkbox"/> Not Applicable</p> <p>(1) <input type="checkbox"/> Poor</p> <p>(2) <input type="checkbox"/> Some Problems</p> <p>(3) <input type="checkbox"/> Adequate</p> <p>(4) <input type="checkbox"/> Probably Fine</p> <p>(5) <input type="checkbox"/> Ideal</p>
<p>★Analyses</p>	<p><input type="checkbox"/> Not Applicable</p> <p>(1) <input type="checkbox"/> Inappropriate</p> <p>(2) <input type="checkbox"/> Questionable</p> <p>(3) <input type="checkbox"/> Fine, but More Needed</p> <p>(4) <input type="checkbox"/> Strong</p> <p>(5) <input type="checkbox"/> Beyond Expectation</p>
<p>★Clarity of Writing and/or Presentation</p>	<p><input type="checkbox"/> Not Applicable</p> <p>(1) <input type="checkbox"/> Not Clear at All</p> <p>(2) <input type="checkbox"/> Some Confusion</p> <p>(3) <input type="checkbox"/> Adequate</p> <p>(4) <input type="checkbox"/> Clear & Concise</p>

	<p>(5) <input type="radio"/> Model Clarity</p>
<p>★This paper was interesting to read from beginning to end.</p>	<p>(1) <input type="radio"/> Strongly Disagree (2) <input type="radio"/> Disagree (3) <input type="radio"/> Neutral (4) <input type="radio"/> Agree (5) <input type="radio"/> Strongly Agree</p>
<p>★This paper advances the field in such a way that others in the field of OM would want to be familiar with its content/findings.</p>	<p>(1) <input type="radio"/> Strongly Disagree (2) <input type="radio"/> Disagree (3) <input type="radio"/> Neutral (4) <input type="radio"/> Agree (5) <input type="radio"/> Strongly Agree</p>
<p>★Should This Paper be Considered for a Best Paper Award?</p>	<p><input type="radio"/> Yes <input type="radio"/> No</p>

<p>Review Comments for Authors (these comments will be sent to authors for the references)</p>	
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<p>Review Comments for Program Chair (these comments will only be viewed by the Program Chairs)</p>																
<p>★Overall Recommendation - Should This Submission be Included in the Program?</p>	<table><tr><td>(1)</td><td><input type="radio"/></td><td>Definitely Not</td></tr><tr><td>(2)</td><td><input type="radio"/></td><td>Probably Not</td></tr><tr><td>(3)</td><td><input type="radio"/></td><td>Include Only if Room</td></tr><tr><td>(4)</td><td><input type="radio"/></td><td>Probably Should Include</td></tr><tr><td>(5)</td><td><input type="radio"/></td><td>Definitely Include</td></tr></table>	(1)	<input type="radio"/>	Definitely Not	(2)	<input type="radio"/>	Probably Not	(3)	<input type="radio"/>	Include Only if Room	(4)	<input type="radio"/>	Probably Should Include	(5)	<input type="radio"/>	Definitely Include
(1)	<input type="radio"/>	Definitely Not														
(2)	<input type="radio"/>	Probably Not														
(3)	<input type="radio"/>	Include Only if Room														
(4)	<input type="radio"/>	Probably Should Include														
(5)	<input type="radio"/>	Definitely Include														
<p style="text-align: center;">★ = Required Field</p>																

Symposium Review Form PREVIEW

<p>★This symposium is significant to the field of Operations Management (OM).</p>	<p>(1) <input type="checkbox"/> Strongly Disagree</p> <p>(2) <input type="checkbox"/> Disagree</p> <p>(3) <input type="checkbox"/> Neutral</p> <p>(4) <input type="checkbox"/> Agree</p> <p>(5) <input type="checkbox"/> Strongly Agree</p>
<p>★How well do the proposed presentations fit together to make a coherent and interesting session?</p>	<p>(1) <input type="checkbox"/> Incoherent</p> <p>(2) <input type="checkbox"/> Somewhat fit</p> <p>(3) <input type="checkbox"/> Fit</p> <p>(4) <input type="checkbox"/> Very fit</p> <p>(5) <input type="checkbox"/> Perfectly coherent</p>
<p>★How much confidence do you have that the participants will shed new light on the issues for attendees?</p>	<p>(1) <input type="checkbox"/> None</p> <p>(2) <input type="checkbox"/> Little</p> <p>(3) <input type="checkbox"/> Some</p> <p>(4) <input type="checkbox"/> A lot of</p> <p>(5) <input type="checkbox"/> Absolute</p>
<p>★To what extent do you believe the organizers have carefully thought through and planned the proposed symposium?</p>	<p>(1) <input type="checkbox"/> No planning</p> <p>(2) <input type="checkbox"/> Poorly planned</p> <p>(3) <input type="checkbox"/> Fairly planned</p> <p>(4) <input type="checkbox"/> Well planned</p> <p>(5) <input type="checkbox"/> Perfectly planned</p>
<p>★This symposium advances the field in such a way that others in the field of OM would want to be familiar with its content.</p>	<p>(1) <input type="checkbox"/> Strongly Disagree</p> <p>(2) <input type="checkbox"/> Disagree</p> <p>(3) <input type="checkbox"/> Neutral</p> <p>(4) <input type="checkbox"/> Agree</p> <p>(5) <input type="checkbox"/> Strongly Agree</p>
<p>★Overall Recommendation - Should This Submission be Included in the Program?</p>	<p>(1) <input type="checkbox"/> Definitely Not</p> <p>(2) <input type="checkbox"/> Probably Not</p> <p>(3) <input type="checkbox"/> Include Only if Room</p>

	<p>(4) <input type="checkbox"/> Probably Should Include</p> <p>(5) <input type="checkbox"/> Definitely Include</p>
<p>Review Comments for Submitters (these comments will be sent to submitters)</p>	

<p>Review Comments for Program Chair (these comments will only be viewed by the Program Chairs)</p>	
<p>★ = Required Field</p>	

APPENDIX C

LIST OF REVIEWERS FROM 2002-2006

2002 Annual Meeting

There were 74 reviewers from 6 countries.

Jerry Allison, U. of Central Oklahoma	Dan Heiser, DePaul U.	Christopher Seow, U. of East London
Linda Angell, Victoria U., Wellington	Daesik Hur, Bowling Green State U.	Rachna Shah, U. of Minnesota
Anne Banks-Pidduck, U. of Waterloo	Eric Jackson, Michigan State U.	Chung Kwan Shin, Electronics & Telecommunication Research Institute
Kim Bates, U. of Toronto	Ravi Kathuria, Saint Joseph's U.	Steve Spear, Harvard U.
Michael Bedell, California State U.	Hale Kaynak, U. of Texas	Robert Sroufe, Boston College
Kate Blackmon, U. of Bath	Rob Klassen, U. of Western Ontario	Greg Stock, Northern Illinois U.
Cecil Bozarth, North Carolina State U.	Daniel Krause, Arizona State U.	Jim Stoner, Fordham U.
Karen Brown, U. of Washington	Charles Lackey, U. of Texas	Laura Swanson, Southern Illinois U.
Karen Chinander, U. of Miami	Greg Magnan, Seattle U.	Mohan Tatikonda, Indiana U.
Thomas Choi, Arizona State U.	Robert Marsh, North Central Michigan College	W. Andrew Taylor, U. of Bradford
Lori Cook, DePaul U.	Sara McComb, U. of Massachusetts	Mile Terziovski, U. of Melbourne
Charles Corbett, U. of California	Steve Melnyk, Michigan State U.	Anita Tucker, Harvard U.
Mark Cotteleer, Harvard U.	Susan Meyer, U. of Minnesota	Tim Vaughan, U. of Wisconsin
Christopher Craighead, U. of North Carolina	Ric Morris	Rohit Verma, U. of Utah
Sarv Devaraj, U. of Notre Dame	Rocky Newman, Miami U.	Robert Vokurka, Texas A&M U.
Rebecca Duray, U. of Colorado, Colorado Springs	Scott O'Leary-Kelly, U. of Arkansas	Peter Ward, Ohio State U.
Karen Eboch, Bowling Green State U.	John Olson, DePaul U.	Nazli Wasti, Middle East Technical U.
Stan Fawcett, Brigham Young U.	Jess Overall, U. of Laverne	Jerry Wei, U. of Notre Dame
Barb Flynn, Wake Forest U.	Mark Pagell, Oregon State U.	Richard White, U. of North Texas
Craig Froehle, U. of Cincinnati	Karen Papke-Shields, Salisbury State U.	Keith Willoughby, Bucknell U.
James Gilbert, Rollins College	Diane Parente, Pennsylvania State U., Erie	Darryl Wilson, U. of Arkansas
John Goodale, College of Business	James Patterson, Western Illinois U.	Mohamed Youssef, Norfolk State U.
Bertie Greer	Carl Pegels, State U. of New York	Amy Zeng, Worcester Polytechnic Institute
Jan Hartley, Bowling Green State U.	Feraidoon Rafat, San Diego State U.	George Zsidisin, Michigan State U.
Michelle Heine, Bowling Green State U.	Thierry Rakotobe-Joel, Ramapo College	

2003 Annual Meeting

There were 51 reviewers from 5 countries.

Anne Banks Pidduck, U. of Waterloo	Karen Chinander, U. of Miami	Mark Pagell Kansas State U.
Linda Angell Victoria, U. of Wellington	James Patterson, Western Illinois U.	Diane Parente, Penn State, Erie
Nazli Wasti, Middle East Technical U.	Barb Flynn, Wake Forest U.	Greg Stock, Northern Illinois U.
Christopher Seow, U. of East London	Jerry Allison, U. of Central Oklahoma	Hale Kaynak, U. of Texas-Pan American
W Andrew Taylor, U. of Bradford	James Gilbert, Rollins College	Robert Vokurka Texas A&M U., Corpus Christi
Kate Blackmon, U. of Bath School of Management	Sara McComb, U. of Massachusetts	Elliot Bendoly, Emory U.
Mohan Tatikonda, Indiana U. - Indianapolis	Karen Eboch Bowling, Green State U.	Dan Heiser, DePaul U.
Steve Spear, Harvard Business School	Michelle Heine Bowling, Green State U.	Daesik Hur Bowling Green State U.
Anita Tucker, Harvard Business School	Karen Brown, U. of Washington	Robert Sroufe, Boston College
Michael Bedell, College of Business & Public Administration	Kevin Dooley, Arizona State U.	Thierry Rakotobe-Joel, Ramapo College
Rebecca Duray, U. of Colorado at Colorado Springs	Daniel Krause, Arizona State U.	Nancy Waldeck, U. of Toledo
John Goodale, U. of Oregon	Rocky Newman, Miami U.	Isabelle Dostaler, Concordia U.
Rohit Verma, U. of Utah	Eric Jackson, Michigan State U.	Linda Edelman, Bentley College
Jay Heizer, Texas Lutheran U.	George Zsidisin, Michigan State U.	Linda Brennan, Mercer U.
Jim Stoner Fordham, U. at Lincoln Center	Susan Meyer, U. of Minnesota	Mikko Ketokivi, Helsinki U. of Technology
	Rachna Shah, Ohio State U.	Jerry Wei, U. of Notre Dame
	Feraidoon Rafat, San Diego State U.	David Dilts, Vanderbilt U.
	Ric Morris	Ken Boyer, Michigan State U.

2004 Annual Meeting

There were 38 reviewers from 8 countries.

Jerry Allison, U. of Central Oklahoma	James Gilbert, Rollins College	Diane Parente, Pennsylvania State U. Erie
Gopesh Anand, Ohio State U.	Jay Heizer, Texas Lutheran U.	James Patterson, Western Illinois U.
Michael Bedell, College of Business & Public Administration	Daesik Hur, Bowling Green State U.	Ken Pence, Vanderbilt U. Feraiadon Rafat, San Diego State U.
Elliot Bendoly, Emory U.	Eric Jackson, Michigan State U.	Thierry Rakotobe-Joel, Ramapo College
Kate Blackmon, U. of Bath School of Management	Ravi Kathuria, Chapman U. Hale Kaynak, U. of Texas – Pan American	Christopher Seow, U. of East London
Ken Boyer Michigan State U.	Mikko Ketokivi, Helsinki U. of Technology	Rachna Shah, U. of Minnesota
Linda Brennan, Stetson School of Business and Economics	Herbert Kimura, U. Presbiteriana Mackenzie	Greg Stock, Northern Illinois U.
Karen Brown, U. of Washington	Daniel Krause, Arizona State U.	Jim Stoner, Fordham U. at Lincoln Center
Karen Chinander, Florida Atlantic U.	David McLain State U. of New York Utica	W Andrew, Taylor U. of Bradford
Victor Cui, City U. of Hong Kong	Susan Meyer, U. of Minnesota	Sriram Thirumalai, U of Minnesota
Suzanne de Treville, U Lausanne	Ric Morris	Rohit Verma, U. of Utah
David Dilts, Vanderbilt U.	Rocky Newman, Miami U.	Robert Vokurka, Texas A&M U. - Corpus Christi
Isabelle Dostaler, Concordia U.	Muammer Ozer, City U. Hong Kong	Nancy Waldeck, U. of Toledo
Karen Eboch, Bowling Green State U.	Mark Pagell, Kansas State U.	Nazli Wasti, Middle East Technical U.
B. Elango, Illinois State U.	Ely Laureano Paiva, UNISINOS	George Zsidisin, Michigan State U
Monique French, U. of Colorado at Colorado Springs		

2005 Annual Meeting in Hawaii

There were a total of 91 reviewers from 14 countries: Australia (2), Brazil (1), Canada (4), China (1), Hong Kong (3), Ireland (1), Japan (1), Kenya (1), Netherland (1), Portugal (1), Switzerland (2), Taiwan (2), United Kingdom (8), and US (63).

Gopesh Anand, Ohio State U	Vijay Kannan, Utah State U	Andrea Prudhomme, Michigan State U
Elliot Bendoly, Emory U	Ravi Kathuria, Chapman U	Elliot Rabinovich, Arizona State U
Kate Blackmon, Oxford U, UK	Hale Kaynak, U of Texas - Pan American	Maik Rathje, University of St.Gallen, Switzerland
Ken Boyer, Michigan State U	Dan Krause, Arizona State U	Ednilson Santos Bernardes, U of Minnesota
Linda Brennan, Mercer U	Murat Kristal, York U, Canada	Roger Schoeder, U of Minnesota
Amelia Carr, Bowling Green State U	Linda LaGanga, U of Colorado	Tobias Schoenber, Indiana U
Liang-Chieh (Victor) Cheng, U of Maryland	Peggy Lee, Penn State Erie	Christopher Seow, U of East London, UK
Karen Chinander, Florida Atlantic U	Yootaek Lee, Boston U	Rachna Shah, U of Minnesota
Tom Choi, Arizona State U	Ziqi Liao, Hong Kong Baptist U, Hong Kong	Marta Sinclair, Griffith U, Australia
Adrian Choo, Rensselaer Polytechnic Institute	Santosh Mahapatra, Michigan State U	Frederick Smiley, Carthage College
Deirdre Crowe, U of Dublin, Ireland	Michael Maloni, Penn State Erie	Rui Sousa, Portuguese Catholic U, Portugal
Hong Cui, City U of Hong Kong, Hong Kong	Kathryn Marley, Ohio State U	Peter Southard, Penn State Erie
Suzanne de Treville, U de Lausanne, Switzerland	Veronica Martinez, Cranfield U, UK	Steven J Spear, Harvard U
Gavin Dick, U of Kent, UK	Rodney McAdam, U of Ulster, UK	Linda Sprague, China Euopoe International Business School, China
David Dilts, Vanderbilt U	John McCreery, North Carolina State U	Brian C Squire, U of Bath, UK
W L. Dougan, U of Wisconsin - Whitewater	David McLain, SUNY Institute of Technology	Greg Stock, Northern Illinois U
Stanley E. Fawcett, Brigham Young U	Arlyn Melcher, Saint Joseph's U	Jason Stoner, Florida State U
Pete Fraser, U of Cambridge, UK	Larry Menor, U of Western Ontario, Canada	Jeffrey Norris Street, U of Georgia
Cid Goncalves Filho, Fumec U, Brazil	Susan Meyer Goldstein, U of Minnesota	Morgan Swink, Michigan State U
Ian Graham, U of Edinburgh, UK	Paul Gitau Mwangi, U of Nairobi	Mohan Tatikonda, Indiana U
Jan Hartley, Bowling Green State U	Satish Nambisan, Rensselaer Polytechnic Institute	Regis Terpend, Arizona State U
David Hollingworth, U of North Dakota	Michael Naor, U of Minnesota	Jos van Iwaarden, Erasmus U Rotterdam, Netherland
Cheng-Kai Hu, I-Shou U, Taiwan	Winter Nie, Thunderbird	Rohit Verma, U of Utah
Stella Hua, Western Washington U	Hamid Noori, Wilfrid Laurier U, Canada	Zhaohui Wu, Oregon State U
Daesik Hur, Bowling Green State U	Joseph O'Donnell, Canisius College	Masanori Yasumoto, Shinshu University, Japan
Lavagnon A. Ika, U du Quebec à Montreal, Canada	Mark Pagell, Oregon State U	Weiyoung Zhang, U of Minnesota
Gazi Islam, Tulane U	Feng Chuan Pan, Tajen Institute of Technology, Taiwan	Xiande Zhao, City U of Hong Kong, Hong Kong
Albena Iossifova, U of Minnesota	Diane Parente, Penn State Erie	Honggeng Zhou, U of New Hampshire
Eric Jackson, Penn State Erie	Daewoo Park, Xavier U	Mike Zypfur, Tulane U
Thani Jambulingam, Saint Joseph's U	Jeff Pinto, Penn State Erie	
Seong-Jong Joo, Central Washington U	Daniel Indarto Prajogo, Deakin U, Australia	

2006 Annual Meeting in Atlanta

We had a total of 157 volunteer reviewers from 26 countries who participated in the review process for the year's program: Australia (6), Brazil (4), Canada (4), China (2), Colombia (2), Czech Republic (1), Denmark (2), Finland (1), France (3), Hong Kong (1), India (1), Ireland (1), Israel (1), Italy (1), Japan (2), Malaysia (2), Mexico (2), New Zealand (1), Portugal (1), Spain (1), Switzerland (3), Taiwan (2), Thailand (1), Turkey (1), United Kingdom (9), and United States (102).

David Albitton, Northern Arizona U.	Nalini Govindarajulu, Creighton U.	Antony Paulraj, U. of North Florida
Darlene Alexander-Houle, U. of Phoenix	Hong Guo, U. of Florida	Xiaosong (David) Peng, U. of Minnesota, Twin Cities
A. D. Amar, Seton Hall U.	Marco Habermann, U. of Minnesota	Luiz Carlos Jacob Pereira, U. Presbiteriana Mackenzie, Brazil
Gopesh Anand, Ohio State U.	Jorge Haddock, U. of Richmond	Hilla Peretz U. of Haifa, Israel
Ricardo H. Archbold, U. of Phoenix	Janet L. Hartley, Bowling Green State U.	Candido Perez, IESA-Tulane U.
Steve Arendall, Union U.	David Herbert Hartmann, U. of Central Oklahoma	Jeffrey Scott Petty, U. of Lausanne, Switzerland
Mehmet Barut, Wichita State U.	Jack C. Hayya, Penn State U.	Andrea McGee Prud'homme, Michigan State U.
Kimberly A. Bates, Trent U., Canada	Cheng-Kai Hu, I-Shou U., Taiwan	Venkateswari Pulakanam, U. of Canterbury, New Zealand
Ozden Bayazit, Central Washington U.	Stella Hua, Western Washington U.	William L. Roach, Washburn U.
John J. Beliveau, U. of Rhode Island	Andreas Huettemeir, U. of Lausanne, Switzerland	Arthur Rutledge, Mercer U.
Elsa Margarita Benavides, ITCJ Mexico, Mexico	Kathryn Anne Hughes, Macquarie U., Australia	Baruch I. Saeed, Pometrics
Ednilson Santos Bernardes, Georgia Southern U.	Loi Teck Hui, Malaya U., Malaysia	Joseph Sarkis, Clark U.
M. Khurram Bhurra, Nicholls State U.	Jane E. Humble, Arizona State U.	Tobias Schoenherr, Eastern Michigan U.
David J. Blanton, U. of Phoenix	Daesik Hur, Bowling Green State U.	Christopher Seow, U. of East London, United Kingdom
Harry Boer, Aalborg U., Denmark	Lavagnon A. Ika, U. du Québec à Montréal, Canada	Farooq Shaikh, Bloomsburg U.
Robert Bordley, General Motors Corp.	Shekhar Jayanthi, Rensselaer Polytechnic Institute	Tomoshi Shimada, INSEAD, France
Christophe N. Bredillet, ESC Lille, France	Komson Jirapattarasilp, King Mongkut's U. of Technology Thonburi, Thailand	Dayna Simpson, Melbourne U., Australia
Linda L. Brennan, Mercer U.	Dana Johnson, Michigan Technological U.	Jeff Smith, U. of South Carolina
Luiz Artur Ledur Buito, FGV-EAESP, Brazil	William H. A. Johnson, Bentley College	Victor E. Sower, Sam Houston State U.
Karen L. Brown, Missouri State U.	Seong-Jong Joo, Central Washington U.	Joe Sprangel, Lawrence Technological U.
Helen Carlson, Organizational Consultant	Mehdi Kaighobadi, Florida Atlantic U.	Drew Hubert Melendrez Stapleton, U. of Wisconsin - La Crosse
Amelia Carr, Bowling Green State U.	Amitkumar M. Kakkad, London Business School, United Kingdom	Harm-Jan Steenhuis, Eastern Washington U.
Helene Caudill, St. Edwards U.	Olga Kaminer, York U., Canada	Gregory N. Stock, Northern Illinois U.
Thomas Y. Choi, Arizona State U.	Gamze Karayaz, Old Dominion U.	James A. F. Stoner, Fordham U.
Jorge A. Colazo, U. of Western Ontario, Canada	Corinne Masson Karuppan, Missouri State U.	Morgan Swink, Michigan State U.
Jack Bernard Crumbly, Jackson State U.	Ravi Kathuria, Chapman U.	Andrew Taylor, Bradford U., United Kingdom
Paul Davis, Dublin City U., Ireland	Mikko Ketokivi, Helsinki U. of Technology, Finland	Leland E. Taylor, Nova Southeastern U.
Suzanne de Treville, U. of Lausanne, Switzerland	Beate Kligenberg, Marist College	Cecilia Temponi, Texas State U., San Marcos
Rita Di Mascio, U. of New South Wales, Australia	Keith L. Kutner, South Texas College	Mile Terziovski, U. of Melbourne, Australia
Kenneth Howard Doerr, Naval Postgraduate School	Charles Lackey, U. of Texas at Brownsville	Anita L. Tucker, U. of Pennsylvania
Kimberly Dean Dorsey, Delta State U.	Sambhavi Lakshminarayanan, City U. of New York	Sunita S. Upadhyaya, Market Strategies, Inc.
Diane Dromgold, RNC Global Projects, Australia	John K. LeBlanc, Cedarville U.	John K. Visich, Bryant U.
Steve C. Dunn, U. of Wisconsin, Oshkosh	Peggy D. Lee, Pennsylvania State U., Great Valley	Robert J. Volkurka, Texas A&M U., Corpus Christi
Rebecca Duray, U. of Colorado at Colorado Springs	Ziqi Liao, Hong Kong Baptist U., Hong Kong	Nancy E. Waldeck, U. of Toledo
Maling Ebrahimipour, Roger Williams U.	F. Javier Lloréns Montes, U. of Granada, Spain	Barbara S. Wale, St. John Fisher
Albert G. Elam, International Business Academy, Denmark	Corrado Io Storto, U. of Naples Federico II, Italy	James Wallace, U. of Bradford, United Kingdom
Yvette N. Essounga, U. of Texas - Pan American	Donald D. Maier, U. of St. Francis	Chao Wang, London Business School, United Kingdom
Kerry F. Fechner, Benedictine U.	Veronica Martinez, Cranfield U., United Kingdom	Richard E. White, U. of North Texas
Sebastian Fixson, U. of Michigan	Mario Martinez, La Sabana U., Colombia	Jimmy Williams, Alcoa Design
Barbara B. Flynn, Wake Forest U.	Yoshiki Matsui, Yokohama National U., Japan	Hong Seng Woo, Middlesex U., United Kingdom
Maria F. Fonseca, Instituto Tecnológico y de Estudios Superiores de Monterrey, Mexico	Kevin Patrick McCormack, Campbell U.	Yen-Chun Jim Wu, National Kaohsiung First U. of Science & Technology, Taiwan
Richard M. Franza, Kennesaw State U.	Jana Minifie, Texas State U., San Marcos	Zhaohui Wu, Oregon State U.
Lawrence Fredendall, Clemson U.	Anant Mishra, U. of Minnesota	Jin Yan, Zhejiang U., China
Rafael Guillermo García Cáceres, Pontificia U. Javeriana, Colombia	Sandra Moffett, U. of Ulster, United Kingdom	Weiyong Zhang, Virginia Commonwealth U.
Vidyananya Gargya, U. of North Carolina at Greensboro	Michael Naor, George Mason U.	Xingxing Zu, Clemson U.
Thomas F. Gattiker, Boise State U.	Christodoulidou Natasa, U. of Nevada, Las Vegas	Pavel Zufan, Mendel U., Czech Republic
Nuno A. Gil, U. of Manchester, United Kingdom	Ada Suk-fung Ng, Malaysia U. of Science and Technology, Malaysia	Ambika Zutshi, Deakin U., Australia
Francesca Gino, Harvard U.	Atsuto Nishio, Takushoku U., Japan	
Jose Alcides Gobbo, UNESP, Brazil	Muhammad A. Obeidat, Southern Polytechnic State U.	
Paulo Gomes, U. Nova de Lisboa, Portugal	Uche Okongwu, Toulouse U., France	
Paulo Goncalves, U. of Miami	Muammer Ozer, City U. of Hong Kong, China	

APPENDIX D

SAMPLE OF 2006 DOCTORAL CONSORTIUM PARTICIPANT FEEDBACK

**Academy of Management
OPERATIONS MANAGEMENT DOCTORAL CONSORTIUM
2006 RESEARCH INCUBATOR
August 12, 2006 (Atlanta, Georgia)**

Participant Feedback

Let us know anything you would like to tell us about the 2006 doctoral consortium regarding what went well and should be retained, or could be improved or changed in some way.

1. Comments relating to communication and interactions before the consortium (e.g., application process, instructions before the consortium, due dates, draft presentation feedback, website, etc.)

I think the instructions and feedback before the consortium were very good. Dr. Tatikonda sent detailed feedback on the presentation and I think this was very valuable.

Also posting the vitas and presentation on Dr. Tatikonda's website was a great idea. This way I could already beforehand see whether somebody is doing research related to my topic. In addition, a PhD student who was not present in the consortium contacted me because our research is very much related and he had seen my presentation on the website. We have had very fruitful discussions since then and are actually writing a paper together. So very useful to have the presentations published!

2. Comments regarding the consortium day itself (e.g., how it was organized, the agenda and time allocations, presentation and panel format, interactions with faculty, etc.)

In general the consortium was very well organized. It was quite surprising how many faculty members were able to join the consortium! I think the format of assigning one faculty member as an opponent was great. My opponent had gone through my presentation beforehand so that he already had a lot of questions and comments even before my presentation.

Even though it would be interesting to see all the student presentations to get to see what they are doing and how they are approaching the research problems, I think that dividing the group to smaller groups was better. This way everybody had plenty of time to present their research and also get comments. In addition, as the consortium is quite intensive in nature I think that half a day than a full-day seminar even though it would allow us to listen to more presentations. Anyway, having less presentations and more time for each is better in order to really have the time to get valuable feedback on it.

3. Thoughts regarding your assessment of the usefulness, after the consortium day, of the feedback on your dissertation research (e.g., did it result in meaningful changes to your dissertation proposal or research plan, how did your dissertation advisor and/or committee members react to the feedback, etc.)

I think the comments were useful especially in a sense that they approached very relevant issues that my opponents during the final defense are likely to address. Even though the comments did not lead to making very major changes they forced me to make some important issues clear to myself and prepare myself for the defense and in that sense were useful.

4. Any other comments are welcome!

I very much enjoyed the consortium so thank you!

**Academy of Management
OPERATIONS MANAGEMENT DOCTORAL CONSORTIUM
2006 RESEARCH INCUBATOR
August 12, 2006 (Atlanta, Georgia)**

Participant Feedback

Let us know anything you would like to tell us about the 2006 doctoral consortium regarding what went well and should be retained, or could be improved or changed in some way.

1. Comments relating to communication and interactions before the consortium (e.g., application process, instructions before the consortium, due dates, draft presentation feedback, website, etc.)

Excellent! The application documents were appropriate, and the emails from Dr. Tatikonda have always been comprehensive and very friendly. I congratulated him several times for so much effort he put into the organization of the consortium. The draft presentation feedback was indeed very valuable and I have incorporated many of the comments. I would not change a thing.

2. Comments regarding the consortium day itself (e.g., how it was organized, the agenda and time allocations, presentation and panel format, interactions with faculty, etc.)

In particular, having a lead faculty member responsible for reviewing my presentation was an invaluable help to me. This was really great.

I think the agenda and time allocations were appropriate. Faculty was very friendly and I can say that I have never experienced such close interaction with them than in this consortium. I was very happy.

I just regretted not being able to see the presentations in other sessions. I was assigned to the session international, in which the other topics were not really related to mine. There were other papers on outsourcing in other sessions. That was the only point I wish it was different.

3. Thoughts regarding your assessment of the usefulness, after the consortium day, of the feedback on your dissertation research (e.g., did it result in meaningful changes to your dissertation proposal or research plan, how did your dissertation advisor and/or committee members react to the feedback, etc.)

I cannot say that I had major changes in my dissertation although the feedback I got was very thoughtful and pertinent. This is because I had defended my proposal prior to the conference. This does not mean that only very early work should be invited to be part of the consortium. I think that I should have spent less time justifying my hypotheses and should have focused on the survey implementation and data analysis issues. It was actually one of Dr. Tatikonda's advices for me. But I did not follow his advice. That was solely my fault.

4. Any other comments are welcome!

Congratulations! I feel very fortunate that I was part of it. Thank you!

**Academy of Management
OPERATIONS MANAGEMENT DOCTORAL CONSORTIUM
2006 RESEARCH INCUBATOR
August 12, 2006 (Atlanta, Georgia)**

Participant Feedback

Let us know anything you would like to tell us about the 2006 doctoral consortium regarding what went well and should be retained, or could be improved or changed in some way.

1. Comments relating to communication and interactions before the consortium (e.g., application process, instructions before the consortium, due dates, draft presentation feedback, website, etc.)

The communication and interactions before the consortium are very well organized and structured. Dr. Tatikonda states the procedure very clearly and gives very useful feedback on my draft presentation. The website contains very helpful information.

2. Comments regarding the consortium day itself (e.g., how it was organized, the agenda and time allocations, presentation and panel format, interactions with faculty, etc.)

I think on the day of consortium the interactions with faculties are great. This is a perfect chance for us to discuss our research with professors. I do not think there is any problem with the agenda.

3. Thoughts regarding your assessment of the usefulness, after the consortium day, of the feedback on your dissertation research (e.g., did it result in meaningful changes to your dissertation proposal or research plan, how did your dissertation advisor and/or committee members react to the feedback, etc.)

I think I got very useful feedback during the consortium. Now I am working on the modification of my theory part of the dissertation, and most of the modification ideas come from the consortium. I really appreciate it.

4. Any other comments are welcome!

I think the trend will be that more students want to join the consortium. It will be helpful if we can get more professors involved and have more groups so each student will still have enough time to present and collect feedbacks.

**Academy of Management
OPERATIONS MANAGEMENT DOCTORAL CONSORTIUM
2006 RESEARCH INCUBATOR
August 12, 2006 (Atlanta, Georgia)**

Participant Feedback

Let us know anything you would like to tell us about the 2006 doctoral consortium regarding what went well and should be retained, or could be improved or changed in some way.

1. Comments relating to communication and interactions before the consortium (e.g., application process, instructions before the consortium, due dates, draft presentation feedback, website, etc.)

You might want to consider making the availability of the consortium more noticeable/accessible from the main AoM conference page: <http://meetings.aomonline.org/2006/> . If someone enters “doctoral consortium” in the search box, an obvious link should prominently result. I only knew about the consortium because students from my school who went earlier recommended it, so you may also want to advertise it on the POMS mailing list, through DSI, department chairs at OM schools, etc.

2. Comments regarding the consortium day itself (e.g., how it was organized, the agenda and time allocations, presentation and panel format, interactions with faculty, etc.)

It was by far the best consortium that I have attended (compared to DSI and POMS). Dr. Tatikonda gave us great feedback and guidance about what to expect before the meeting. I appreciated that he put the presentations from previous years on his web site so we could use them as baseline examples. The presentation feedback from faculty was outstanding and extremely valuable.

3. Thoughts regarding your assessment of the usefulness, after the consortium day, of the feedback on your dissertation research (e.g., did it result in meaningful changes to your dissertation proposal or research plan, how did your dissertation advisor and/or committee members react to the feedback, etc.)

Because of my dissertation stage, the feedback helped more for presentation issues and future research.

4. Any other comments are welcome!

The food was great and appreciated. I am also very grateful to Dr. Carr and BGSU’s SCMI for their stipend support, which helped me to attend.

APPENDIX E

OM DIVISION MOST RECENT FINANCIAL REPORT

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1																
2		OPERATIONS MANAGEMENT														
3		STATUS REPORT														
4		JAN 1, 2006-DEC 31, 2006														
5		FISCAL YEAR 2006														
6																
7		RESERVE & ALLOCATION														
8																
9		BALANCE FORWARD JAN. 1, 2006														\$ 680.79
10		DIVISION ALLOCATION JAN. 1, 2006														\$ 6,133.00
11		TOTAL OPERATING FUNDS AVAIL. JAN. 1, 2006														\$6,813.79
12																
13		REVENUE	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC		
14		BY QUARTER														
15		CONTRIBUTIONS/ENDOWMENTS	-		-	1,000.00	1,000.00			453.00	-	1,000.00		1,488.46		\$4,941.46
16		EVENTS														\$0.00
17		AWARDS														\$0.00
18		SPONSORSHIPS														\$0.00
19		MISC INCOME								398.44						\$398.44
20		TOTAL REVENUE	\$0.00	\$0.00	\$0.00	\$1,000.00	\$1,000.00	\$0.00	\$0.00	\$852.44	\$0.00	\$1,000.00	\$0.00	\$1,488.46		\$5,340.90
21		EXPENSE														
22		BY QUARTER														
23		AUDIO VISUAL		-							295.00					\$295.00
24		AWARDS								1,685.00						\$1,685.00
25		BANK FEES/RET CKS/CHGBACKS														\$0.00
26		CONTRIBUTIONS/ENDOWMENTS														\$0.00
27		ENTERTAINMENT														\$0.00
28		EXPENSE OTHER						25.00								\$25.00
29		EXPENSES REIMBURSED														\$0.00
30		FOOD & BEVERAGE									10,107.36					\$10,107.36
31		GENERAL ADMIN														\$0.00
32		PERSONNEL/PROF FEES/WAGES														\$0.00
33		POSTAGE & DELIVERY														\$0.00
34		PRINTING/PRODUCTION														\$0.00
35		PROFESSIONAL DEVELOPMENT														\$0.00
36		SPACE RENTAL														\$0.00
37		SUPPLIES/OFFICE														\$0.00
38		TRANSPORTATION														\$0.00
39		TRAVEL														\$0.00
40		TOTAL EXPENSE	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$25.00	\$1,685.00	\$10,402.36	\$0.00	\$0.00	\$0.00		\$12,112.36
41		FUND NET														\$48.33
42																
43																

APPENDIX F
2006 OM DIVISION SELF-STUDY SURVEY

2006 OM DIVISION SELF-STUDY SURVEY

1. Please provide the following demographic information

Country in which you currently reside _____

Gender; ___ Male ___ Female

Rank: ___ Full Professor ___ Associate Professor ___ Assistant Professor ___ Student

Other (Please specify) _____

2. How long have you been a member of the Operations Management (OM) Division? ___ years

3. How many annual AOM meetings have you attended in the last five years? ___

4. What are the major reasons that prevent or may prevent you from attending the meetings on a regular basis. [Please check all that apply]

___ Vacation

___ Paper rejected

___ Lack of travel support

___ Low quality of papers presented

___ Length of the meeting

___ Lack of placement services

___ Lack of enough interesting sessions

Others (Please specify) _____

5. What other professional organizations do you belong to?

___ POMS

___ INFORMS

___ DSI

Others (Please specify) _____

6. Which of your professional affiliations do you consider to be your primary organization?

___ AOM

___ DSI

___ POMS

___ EUROMA

___ INFORMS

Others (Please specify) _____

7. Which of the following OM Division activities have you participated in the past five years? [Please check all that apply]

____ Session chair at the annual meeting

____ Participant in doctoral consortia (as participant or faculty resource)

____ Paper reviewer for the annual meeting

____ Presentation/participation at the annual meeting

____ Office holder

8. Would you attend the conference if your paper is scheduled for an Interactive Session?

____ Yes ____ No

9. Would you attend the conference if your paper is scheduled for a Visual Presentation Session?

____ Yes ____ No

10. Please indicate your responses to the following statements by placing one of the numbers (1 through 7) on the blank at the beginning of each statement. If you have no opinion about a statement, please write "No" on the blank. Please use the following scale.

Disagree	Disagree	Disagree		Agree	Agree	Agree
Strongly	Somewhat	Slightly	Neutral	Slightly	Somewhat	Strongly
1	2	3	4	5	6	7

_____ I feel that I can have a real influence on the division's policies

_____ The division spends too much of its money on social events.

_____ The division's leaders are very responsive to its members concerns and interests.

_____ Generally speaking, the division's program at the Academy meeting is both interesting and useful to me.

_____ Access to the division's leadership positions (e.g., program chair, division chair, newsletter editor, etc.) is controlled by a self-perpetuating elite group.

_____ The division's pre-conference activities provide members with a valuable service.

_____ The division needs to spend more money on things that would help its members professionally.

11. Additional Services

Please identify ways the division could serve you better, either by providing new services or by improving the ones it currently provides.

Please rank order (1=most important, 2=second most, etc.) your reasons for membership in the division:

_____ research interests	_____ social activities
_____ teaching interests	_____ tradition (I have always been a member)
_____ training (to learn more about the domain)	_____ Other (Please specify)_____

12. SWOT Analysis

The Division's Strengths are:

The Division's Weaknesses are:

The Division's Opportunities are:

The Division's Threats are:

13. Please list 2 things that you think the Division should keep.

14. Please list 2 things that do not work for you.

15. What do you see at other professional meetings you have attended that you would like to see at the AOM meeting?

APPENDIX G
2006 OM DIVISION SURVEY RESULTS

2006 OM Division Survey Results

1. Demographic Information

Rank	
Administration	0.8%
Assistant Professor	26.3%
Associate Professor	19.5%
Student	20.3%
Others	33.9%
Total	100.0%

Country of Residence					
Australia	2.4%	Holland	0.8%	Switzerland	1.6%
Brazil	1.6%	Ireland	1.6%	Taiwan	0.8%
Canada	8.1%	Japan	2.4%	Thailand	0.8%
Croatia	0.8%	Netherlands	2.4%	Turkey	0.8%
Finland	0.8%	New Zealand	0.8%	U.K.	9.7%
France	0.8%	Spain	0.8%	U.S.	62.9%
				TOTAL	100.0%

Gender	
Male	70.2%
Female	29.8%
Total	100.0%

2. How long have you been a member of the Operations Management (OM) Division? [years]

Varies from 0.1 to 30 years
 Average = 5.9 years

3. How many annual AOM meetings have you attended in the last five years?

Varies from 0 to 5 meetings
 Average = 2.67

4. What other professional organizations do you belong to?

The top four organizations are:

POMS	63.2%
DSI	57.9%
INFORM	37.6%
EUROMA	24.1%

Others

ABSEL	APICS	ISM	ASQ	ASC	Midwest Academy of Management
SBI	ASTD	CSCMP	AMktA	BAM	Ind. Eng.; Assoc .for Mfg. Excellence
AMS	EIBA	Euram	PMA	HFES	Association of Institutional Research
IEE	SMS	IEEE	IIE	Six Sigma	Association of Japanese Business
ASEE	SME	IPSERA	PMI	AmEconAssn	IEEE Engineering Management Society
SAE	ASQ	ODN	SPSE		Administrative Sciences Assoc. of Canada
NAPP	SWE	PDMA	SMA		regional-AOMs

5. Which of your professional affiliations do you consider to be your primary organization?

The top 5 organizations are:

AOM	34.4%
DSI	28.1%
POMS	13.3%
EUROMA	7.8%
INFORMS	7.8%

6. What are the major reasons that prevent or may prevent you from attending the meetings on a regular basis (check all that apply)

Lack of travel support	45.9%
Paper rejected	17.3%
Vacation	15.0%
Lack of enough interesting sessions	12.0%
Low quality of papers presented	6.0%
Length of the meeting	4.5%
Lack of placement services	3.0%

If 'Other', please specify

- 1 Timing of the conference (during a main academic semester in the Southern hemisphere)
- 2 Cost
- 3 Meeting in HI
- 4 review process could be greatly improved
- 5 Family matters

- 6 retired member
- 7 OM seems ingrown and arrogant
- 8 Cost - I have to spread my budget around 4-5 international meetings
- 9 Time I have to travel from UK
- 10 I attend engineering and human factors conferences more regularly (can't afford to attend everything - not enough money or time).
- 11 too many conferences (lack of time)
- 12 Too many conferences to choose from
- 13 many other meetings to attend
- 14 horrible conference locations like Atlanta and Philadelphia
- 15 Some are a long trip
- 16 Dean responsibilities
- 17 Schedule conflicts
- 18 Location
- 19 too many meetings
- 20 This will be my first annual meeting.
- 21 competition from other conferences
- 22 Heavy business load, but am trying to get free this year
- 23 too much to do even in summer
- 24 too many conferences are held within a given year in my discipline
- 25 teaching commitment
- 26 Too little at AOM for OM
- 27 Teaching
- 28 Competition from other meetings
- 29 Timing of the conference, i.e. conflict with vacation time or with teaching schedules
- 30 Personal
- 31 I find it obnoxious to schedule the meeting in Hawaii
- 32 Not many sessions in behavioral supply chain studies
- 33 conflict with other activities or work load
- 34 Only joined AoM this year

7. Which of the following OM Division activities have you participated in the past five years? (Please check all that apply)

Attendance at annual meeting	64.7%
Paper reviewer for the annual meeting	61.7%
Co-author of paper presented at the annual meeting	40.6%
Presenter/panelist/speaker at the annual meeting	39.1%
Participant in doctoral consortia (as participant or faculty resource)	27.8%
Session chair at the annual meeting	21.1%
Discussant at annual meeting	15.0%
Office holder	8.3%

8. To allow for more presentations at the annual meeting, interactive sessions and visual sessions have been created. If in the future a paper of yours is not accepted for a 'traditional' paper session, would you be willing to present the paper in:

An interactive session	23.2%
A visual session	3.2%
Either	49.6%
I would decline both options	24.0%
Total	100.0%

9. Please indicate your responses to the following statements. If you have no opinion about a statement, please check the associated 'No Opinion' option at the far right. Please use the following scale: Disagree strongly=1, Neutral=4, Agree strongly=7.

Generally speaking, the division's program at the Academy meeting is both interesting and useful to me	5.66
The division's leaders are very responsive to its members concerns and interests	5.46
The division's pre-conference activities provide members with a valuable service	5.26
The division needs to spend more money on things that would help its members professionally	4.67
I feel that I can have a real influence on the division's policies	4.22
Access to the division's leadership positions (e.g., program chair, division chair, newsletter editor, etc.) is controlled by a self-perpetuating elite group	3.41
The division spends too much of its money on social events	2.88

10. Please rank order (1=most important, 2=second most, etc.) your reasons for membership in the division:

Tradition (I have always been a member)	4.32
Social activities	3.54
Training (to learn more about the domain)	3.04
Teaching interests	2.98
Research interests	1.55

Other (Please specify below)

- 1 To meet others in the field
- 2 Other AoM divisions
- 3 networking in a smaller and more informal setting
- 4 some of the ops history and current direction in industry
- 5 Controversial discussions
- 6 OMT and PBS divisions also fit my interests
- 7 Empirical research focus
- 8 I'm in a business school oriented towards management
- 9 Job advancement
- 10 I do research in the area, and meet colleagues that I work in the division

- 11 Recruiting
- 12 Applicability to the business world
- 13 Networking

11. What changes would you recommend to make the OM Division better in serving your needs?

- 1 None
- 2 trying to see if I can submit two surveys
- 3 More tutorial sessions throughout the program.
- 4 Get bigger!
- 5 It would help if more papers were accepted. Going to the meetings is important in order to make/keep up with contacts in the field and to listen to other papers. Many of us cannot go unless a paper is accepted for presentation.
- 6 Is there a way to enhance cooperation with other AoM divisions, e.g., joint sessions?
- 7 enhance the quality of the review process for the Annual Meetings. It is frustrating to have your paper rejected by someone who clearly has no idea what he is talking about, while at the Meeting some papers are presented that should not have been accepted
- 8 A more international member and officer population. Online professional development activities.
- 9 Try to have more OM/SCM positions posted
- 10 Seems OM is ingrown and researching techniques not used in real industry - what about the toyota production system, role of teams, relevance of ISO or QS in today's environment. I have walked out of sessions in OM in disgust with - the worst was the 'Pas
- 11 Increase the size of the groups and more sessions
- 12 Extend the invitations to more people. Bring OM key note speakers. Bring people from industry to talk about key issues in the industry and solutions provided by researchers
- 13 More placement opportunities
- 14 Provide opportunities to contribute to members interested in doing so. You can be pleasantly surprised. The opportunities should be at all levels of involvement within the division.
- 15 I think the division is doing fine. It provides a valuable service to its members. It is congenial and gives me a chance to catch up with folks doing similar research, as well as with people who are doing interdisciplinary research that has credibility in
- 16 Re: Q14 - assuming interactive and visual (poster?) sessions were defined.
- 17 My school will only pay for travel to the conference if i have a paper or i am participating in another significant way. So I would like more opportunities such as papers on a track that is not refereed. I would like these participation opportunities.
- 18 Higher rotation in leadership positions. More exchange with other OM professional societies. One annual OM exclusive meeting (closer to year's end)
- 19 Try to get more 'high profile' people in the leadership positions.
- 20 Expand the division internationally
- 21 I think the division does a great job--very egalitarian, good program, enthusiasm, etc. But working within AOM seems to be a considerable burden and there are so many other meetings for OM faculty to attend that getting to AOM falls off my list.

- 22 Do not know
- 23 I am a very new member and not able to answer many of these questions. However I am looking forward to my first AOM conference.
- 24 I'm not sure how to bring it about, but the division would greatly benefit from attracting more members. Is it possible to enter into collaborations with some of the other OM conferences? I think the prizes below are clearly indicating some thinking in
- 25 Nothing particularly at this point. This seems like a solid and well-directed group and the research is substantial
- 26 Increase diversity if paper topics, reach out to junior faculty professionally and socially, mentoring program.
- 27 More timely information of activities to members in the division newsletter.
- 28 1. consolidate program into fewer, but longer/more intense, days (currently, with pre-conference activities and regular paper sessions, the total conference can consume 6 days...this is too long). 2. the co-sponsoring of paper sessions, symposia, etc
- 29 Continue working with other divisions and interest groups toward broader exposure throughout the Academy.
- 30 I am just learning what the division is doing for the members. Communication for collaboration should be encouraged through various electronic media.
- 31 ENCOURAGE BROAD PARTICIPATION IN DIVISION MANAGEMENT, COLLABORATION WITH OTHER ACADEMY DIVISION ON CERTAIN SESSIONS IN COMMON INTERESTS SUCH AS SOCIAL NETWORK, FIRM RELATIONSHIPS, AND STRTAEGY ETC.
- 32 Because I have only attended a few sessions for this division, this may be an unfair comment. The sessions which I have attended presented information that lags behind real world applications - at least for the global corporation in which I work and for
- 33 unsure - I am too new to the OM division!!
- 34 More interactive discussions outside the annual meeting.
- 35 My presentation was 10 minutes because they put in another paper at the last minute making 6 papers in 80 minutes. It was a total waste of time this year.
- 36 Invite more prestigious researchers to the conference.
- 37 International participation still is shy in the OM division. OM Division should seek ways to improve that.
- 38 Found it difficult as a new member to meet fellow new members - could have more intimate meetings for new/international members

12. SWOT Analysis

The Division's Strengths are:

- Tightly knit group focusing on empirical research
- linkages to other divisions in AoM.
- small focused group, supportive, network, people, responsive
- Great people. The nicest group at AoM.
- DIVERSITY OF ITS MEMBERS
- Good organization of paper tracks
- Focus on specific areas International orientation

- Very thoughtful preparation of events.
- The small number of people. I list this as a strength and weakness. Strength because it is easier to meet people, weakness because it means fewer tracks at meetings and burnout from core people.
- Highly participative
- Association with OM flagship journal JOM. Attendees appreciate and are aware of general management, not only operations management.
- Strong quality of member work. Devoted and hard-working members/leaders.
- Very collegiate, friendly group.
- Growing recognition of OM issues in business, especially supply chain. Opportunity for knowledge creation, which attracts researchers from other business discipline (strategy, OB, marketing, Org. theory) to examine overlapping issues.
- The diversity of research topics in operations management and variety of methodologies used. The division welcomes diverse theoretical perspectives and discussions.
- Connect OM with Academy of Management Strong research done by the attendance
Close, friendly environment
- Website, particularly links to other members and syllabi archive. Conference
Access/involvement to wider management field.
- Strong and active interest from prominent scholars.
- Doctoral Consortium
- gain ideas from the real world, tackle real problems, and make academic research useful
- Good place for OM Strategy and exposure of students to the broader strategy discipline.
- Themes of papers make it easy to attend conference sessions

The Division's Weaknesses are:

- Small size of membership
- Program is too long (ie occurs over too many days at AoM).
- national level, just one meeting per year
- I sense that other areas are using theory in a more robust manner. I'd like to see more strength here.
- A LARGER MEMBERSHIP BASE IS GREAT, BUT THAT MEANS IT IS MORE DIFFICULT TO GET TO KNOW MEMBERS AND TO GET INVOLVED.
- Limited vision due to focus
- The small number of people.
- Should push even more rigour, innovative thinking, methodological openness.
- small size relative to other influential divisions. lack of overlapping/common theory views of organizations meaning that session attendance may not attract other division members.
- Too small to have some impact on AOM meeting; Relatively less prestigious scholars turn-up in comparison with other OM related conference.
- Even we are trying, collaboration with other Academy division is still lacking. We have done a lot at the Atlanta conference such as having joint sessions, more remains to be done.
- Need to contribute with to theory development. Need to bring more OM members.

Need to link to other Divisions through symposiums

- None so far
- Limited integration with entrepreneurship/small business operations
- Relatively small membership numbers.
- maybe too quantitative and mechanical without human consideration
- Visibility within the AoM community....they do not recognize our journals as top tier
- Difficult for new members to get to know others in the group - everyone seems to have a buddy already!

The Division's Opportunities are:

- Increasing the international membership
- MORE INTEGRATED PAPER SESSIONS WITH OTHER DIVISIONS. MORE PAPERS RELATED TO TEACHING OM AT BOTH THE UNDERGRAD AND GRAD LEVELS. SOLICIT MEMBERS FROM OUTSIDE ACADEMIA-- ESPECIALLY IN CONSULTING.
- Networking to incorporate different visions
- Close interaction with faculty Valuable feedback
- Increased journal quality
- Tie OM to the critical elements of strategy, human resources, team building, and other AOM strengths.
- Stronger ties with other divisions within AOM.
- Increasing interest in OM subjects among Acad members generally. Future upswing in interest in harder/quantitative fields as non-US membership increases (non-US members leaning more toward the hard science fields than the soft science fields). Changes in job markets for OM majors (should increase as OM has been through a low period and a normal regress to the mean is likely).
- Make use of JOM and job market to attract both faculty members and phd students; Make OM visible at conference level, for instance, presenting the OM awards (e.g., best paper in JOM) in the president's luncheon instead of just within our group just like AMJ and AMR.
- Provide a platform for cross-discipline, theory-development research opportunity. Attract international scholars to the division as a long-term goal. Use Academy as home base for JOM, just as other Decision Sciences is affiliated with DSI, or POMs with INFORMS
- Bring OM recognised speakers to open OM Division session. Create more shared symposiums with experts in the field and market the sessions well in advance within the whole AoM community. Invite and give responsibilities and ownership to international experts in OM such Chris Voss, Gary Hammel. Bring a practitioners session. Create an active electronic community OM
- Through AOM meeting, bring theories and research in other Management area into OM area
- Build open integrating with wider management field
- Recruit graduate students early in their graduate program, to encourage and enhance participation.

- more complex system (eg. international and inter-firm network) management, which needs new observation, understandings, and theory building as well as verification
- growing the membership/attendance at the meeting. Strength in numbers?
- More social activities for smaller groups - could be worthwhile to organise a tour or evening out

The Division's Threats are:

- Other similar professional organizations such as POMS, DSI, INFORMS, EUROMA, etc.
- Many conferences available to OM faculty. Differentiation and positioning relative to DSI, INFORMS, POMS, Euroma, International POMS, etc.
- Other areas such as strategy, OB, etc, really are doing the kind of research we should be. OM people need to begin by reading that literature.
- DSI CONFERENCES. OTHER ACADEMY DIVISIONS OVERLAPPING OURS IN TERMS OF SIMILAR CONTENT.
- Too focused so research doesn't meet practice
- Many of our members participate in organizations that are more focused on OM (e.g. DSI, Informs, POMs)
- The risk of gettization.
- Small size threatens voice in Acad affairs. Continued decline in students interested in harder subjects. Growth in popularity of other OM-related organizations that draw attention away from Academy's OM Division.
- Need strategies to position OM field and differentiate us from other mainstream OM conference (e.g., empirical & managerial focus).
- Membership may fluctuate depending our future direction. Competition with DSI in terms of membership and attendance
- Loose OM members
- None so far
- Popularity of other organizations - POMS, DSI
- POM not being considered part of the management domain by AOM. e.g. The Southern Management Association for the past several years has not had an OM related track at their annual meetings. AOM publications publish few OM articles.
- A generally aging business professor population.
- Cannibalism from TIM division
- play more math game and leave away industry
- same as above: Visibility within the AoM community....they do not recognize our journals as top tier
- Competition from other divisions

13. Please list 2 things that you think the Division should keep.

- High quality PDW. High quality regular paper sessions.
- Socials

- networking opportunities at the AOM meetings, website
- I LIKE NOT HAVING DISCUSSANTS AT THE MEETINGS--A SESSION CHAIR WORKS OUT GREAT. A SOCIAL HOUR.
- Variety of articles. Cordial exchanges at presentations
- Doctoral consortium
- Next years meeting in early August may help with increased attendance --- not that that is a concern to the national --- we are already too large for many cities.
- JOM best paper award. 'discussion' sessions where methodological issues are discussed.
- I like the PDW's and the sessions.
- 1. Job market; 2. Doctoral Consortium
- 1. develop joint program with other divisions 2. newsletter should also discuss research issues as Decision Line does
- The openness for different research methods The richness of discussions
- Business meeting. Website
- Keep developing the website and conferences
- Doctoral Consortium format
- Doctoral Consortium
- PhD Consortium
- 1. Best paper awards given at AoM. 2. Keeping most OM events within the same few days in the middle of the event.
- Conference sessions grouped into themes. Social evening.

14. Please list 2 things that do not work for you.

- None
- Long programs (I like the number of sessions, they just need to be compressed).
- The AOM meeting has in recent years been our first week of school or the preliminary week full of sundry meetings.
- Can't list 2. Can't list 1.
- 1. Too few speakers from top B-schools. 2. Some sessions conflicted.
- not sure, one difficulty I have at the conference is trying to go to sessions of other divisions while try to stay with OM sessions.
- Symposium session at 8:30 I would put them at 10hrs
- None
- Infrequent communication
- So much going on at once, difficult to know what to attend

15. What do you see at other professional meetings you have attended that you would like to see at the AOM meeting?

- At the AIB (Academy of International Business), the poster sessions (visual presentations) were over lunch (sandwiches, salad, cookies) to entice more members to

participate. The sessions are very well attended because of the free food and opportunity to ask questions on a more personal basis. Have AOM organize international meetings every other year or every third year. The AIB meetings cycle between North America and the rest of the world. Similarly, ICIS (International Conference on Information Systems) uses a similar format cycling between US and the rest of the world every third year.

- A plant tour.
- This was my first conference. I thought the OM track was well organized and the papers were very worthwhile. I look forward to submitting a paper for next year.
- JOM Best Reviewer and Best AE award + Editor's speech on state of the journal.
- Good question but no answer. Perhaps an additional award or two might help encourage the members in their hard work.
- I think AOM on its own is very professional and interesting. Just the OM division has to make itself more influential and break through the idea that AOM is only for strategy and OB fields.
- Great diversity of Professional development workshops.
- More Specialized PDWs
- Opportunity to network in smaller social groups. Some background information on group members prior to conference.