WINFORMS marches on

FROM THE PRESIDENT

– Russell Wooten

I would like to thank Doug Samuelson, our outgoing WINFORMS President of this past year, for the great job he did leading our group. Doug put in a great deal of effort with much more happening behind the scene. Doug also had other INFORMS responsibilities which kept him busy.

One major improvement that Doug initiated as president was to re-emphasize Feedback. I will try to continue this effort. I am delighted that Ric Blacksten has agreed to continue as the Feedback Editor. Ric is very interested in your support with interesting articles for Feedback.

In addition to our newsletter, Feedback, we should provide you with a great variety of excellent evening technical programs. We recently started working with the INFORMS Student Chapter at George Washington University. I believe this will result in a win-win relationship for both chapters. We will provide them with an excellent wealth of experience and professionalism. They will provide us with enthusiasm and energy.

Please prepare for an outstanding program year that will include networking and remaining up-to-date on technology and leadership. Additionally, please consider serving as a board member. After all, we are a purely volunteer society and volunteering is not only great fun but it can enhance your technical and professional career. "Serving as a board member and officer helped provide me with the leadership, networking and expertise to become an Edelman prize winner... Just think what it could do for your career."
What next? GREAT QUESTION! I am glad you asked. I need everyone's help.

My initial priorities for this year at WINFORMS include:

• Is the WINFORMS organization on a downward spiral and if so can we and how do we recover?
• An election - we need a valid election.
• Feedback - My goal for this year will be six issues.
• Monthly Board Meeting - My goal for this year is 12 board meetings with optional phone conferencing attendance.
• Monthly Evening Presentations - Doug has agreed to take the lead on this for me. He did a fantastic job with programs two years ago as our Vice President/President Elect.
• Working with, supporting and growing the INFORMS Student Chapter at George Washington University. We will work with Dr. Abeledo and Dr. Jain to support their efforts at GWU.
• Institutional Membership - we only have three. In the past, we had nearly 20 every year. This is probably another indication of our downward spiral.
• Give us your thoughts. What else do we need to work on? Why? How? Who can lead this effort?

I have contacted INFORMS and received our Chapter Charter and By-laws which identify the correct process for our elections. WINFORMS last revised this document in 1995. We need to review and update this. Please let me know if you are aware of any updates to our byways since 1995.

Over the last four years, our Chapter has elected a Secretary, Treasurer and two Directors to two-year terms. Additionally, we annually elect a Vice President/President Elect who then serves as an Immediate Past President in his/her third year. Our Bylaws indicate that the Secretary and Treasurer are one-year terms. The Directors are two-year terms but the bylaws call for four Directors/Trustees.

The current (outgoing board) has talked to, asked, begged and pleaded with many fine individuals to run for our opened positions. Please consider. The commitment as Director is not great. It is simply to attempt to make a majority of our twelve board meetings either in person or by phone. Naturally, the commitment for Secretary, Treasurer and Vice President/President Elect is slightly more. If you have any questions about any of the positions, please give me a call or send me an email.

Towards the end of this issue of Feedback, you will find a nomination form for all our open positions. Please vote. It is not too late to write yourself in for any of the open positions. The requirements include a willingness to volunteer and a current membership in WINFORMS. Please return your ballot Friday, August 17, 2007.

With everyone's help, I hope to reinvigorate WINFORMS.

— RW
FROM THE PAST PRESIDENT

– Doug Samuelson

Thanks to all of you, and especially to our officers and Board members, for another successful WINFORMS year. We did not accomplish what I had hoped in terms of increasing membership, but we did have a good slate of programs and maintained a healthy, vigorous chapter.

I expect we will see writeups of some of the programs, in more detail, in coming issues of Feedback. For now, let me just mention the fine programs we had:

• Stephen Guerin, of Redfish Group, at the end of June, 2006 (the transition program beginning my term), describing the fundamentals and potential of agent-based simulation;

• Richelle Scuro, of CVS, at the end of August, presenting innovative methods for supply chain management

• Pete Hull, of Homeland Security Institute, at the end of November, with a genuinely inspiring account of how faith-based and other non-governmental organizations stepped in to save hundreds if not thousands of lives in the wake of Hurricane Katrina, and summarizing some of the lessons learned;

• Yours truly, in February, presenting Homeland Security Institute’s work on mass egress from a stadium and a subway following an improvised explosive device attack;

• Gerald Voorhies, later in February, pointing out to us how much even we technical analysts overlook about basic safety practices;

• Gene Allen, of MSC Software, in April, discussing new ways to incorporate simulation into software prototyping; and

• Pat and Tom McCormick, of Alpha Informatics, in June, presenting their analysis of communications needs and likely shortfalls in an evacuation of the Washington, DC area following an improvised nuclear device attack.

We also were instrumental in organizing, for the National Institute of Justice (NIJ), their Symposium on Criminal Justice and Operations Research, held in Crystal City at the end of September. We got a lot of credit for this event, which was viewed as a huge success. It helped to launch NIJ’s new grants imitative to restart their program of support for OR projects and research. Another such event is tentatively planned for spring 2008. The Symposium was the subject of a feature article in OR/MS Today in December 2006, and an interview with NIJ’s new director, laying out his vision for increasing OR involvement in criminal justice, appeared in the April 2007 issue.

For the next year, we are in good hands with Russell Wooten, our incoming President, and Russ Vane, as one Director. We definitely have the benefit of experience. On the other hand, the three of us feel more strongly than ever that we want to train other people to move up in WINFORMS leadership; please let any of us know if you are interested. No experience necessary – we will coach you!

I intend to maintain my active role in programs and step up my insufficiently active, to date, role in doing more with and for our Institutional Members. Thanks again to everyone for a good year!

— DS
WINFORMS July 17 Meeting at GWU

(Report and photos by Ric Blacksten)

WINFORMS held its July 17th meeting at the George Washington University Phillips Hall, in coordination with the GWU School of Engineering and Applied Science (SEAS) and GWINFORMS, the newly reconstituted GWU Student Chapter of WINFORMS. (Thanks to Professor Richard Soland for sponsoring the chapter and Professor Hernan Abela and Enrique Campos-Nanez for their assistance and encouragement.) Attendance was around 25, with many GWU students. WINFORMS plans to have many of its future meetings at GWU.

The evening's presentation was a panel discussion with panelists Russell Wooten, Doug Samuelson, and Russ Vane, the new and past WINFORMS presidents, respectively. Russell Wooten opened the panel with comments on and a challenge for the panelists and audience to explore the question of "wither/how WINFORMS?" Russell noted that recruitment for OR professionals is waning but yet employment is strong. He suggested that OR professionals are "repackaging" themselves as application domain specialists ready to wear the hats of system engineers, decision scientists, etc.

Doug Samuelson gave presented "Top 10 Pointers for OR Professionals." The first/last of these was "10 – Transform solutions back to the language used in the customer's problem statement." He ended with the "3 – Keep adding value on the customer's terms," "2 – Learn the subject matter and context," and "1 – Listen! Listen! Listen!"

Russ Vane made wide-ranging observations. Echoing Russell and Doug, he noted that companies are looking for folks with OR/MS expertise and application domain knowledge, that they are finding them. With OR/MS professional employment is healthy, he observed that many such professionals choose not to climb "the greasy pole" into management. Russ concluded by supplementing Doug's point with one of his own: that as OR/MS professionals we need to love (empathize with) others, whether clients or co-workers, in order to really understand and help them solve problems.

A number of comments and questions were offered by attendees. John Kettelle, in particular, offered his perspective after more than five decades of work and entrepreneurship in OR, starting as a submarine commander during the Korean War, interrupting his graduate studies at Harvard. After the Navy he took a job working under Arthur D. Little, one of the pioneers in OR. From this experience John offered the GWU students the strong advice to seek exemplary mentors in the early employment.
Winter Simulation Conference 2007

Reminder – This year's Winter Simulation Conference will be held in Washington DC, December 9 - 12. This is the 40th anniversary for this conference. The Institute for Operations Research and the Management Sciences (INFORMS), and the Institute of Industrial Engineers (IIE) co-sponsor this event.

Huntsville Simulation Conference 2007

The 2007 Huntsville Simulation Conference, sponsored by The Society for Modeling and Simulation International and hosted by The Alabama Modeling and Simulation Council, is scheduled for October 31 and November 1 at the Huntsville Marriott Hotel, Five Tranquility Base, Huntsville, Alabama, with a classified segment October 30 at the Advanced Research Center.

The abstract submission deadline has been extended to August 19.

See http://www.scs.org/hsc to register.

Science 2008

Capital Science 08 will be held on March 29-30, 2008 at the National Science Foundation. WINFORMS will participate again this year. We are asking the members for topical themes. Please contact Dr. Russ Vane, russ.vane@vaneteam.com, to suggest a theme or to help write a call for papers that will go out in September. We have had some very good presentations in previous years. We often team up with the local chapter of the Institute for Industrial engineering. Thank you.

- Russ Vane

INFORMS Spotlight: The Decision Analysis Society

The Decision Analysis Society (DAS) is one of INFORMS’ largest societies with nearly 1100 members (10% student, 30% practitioners, 60% professors). At the 2006 Annual Meeting, DAS sponsored 32 sessions ranging from homeland security to “Bringing Decision Skills to Youth” to health care. DAS recognized award-winning research including Michael Braun’s student paper modeling the “pseudo-deductible” in insurance claims and Craig Kirkwood and Bob Bordley’s paper “Multi-attribute preference analysis with performance targets”. A team led by Eric Bickle won the best application of decision analysis for a project valuing seismic surveys at Western GeCo. Finally, Nobel laureate Daniel Kahneman and Amos Tversky were awarded the Ramsey medal to recognize their work on behavioral decision theory.

If your work or research interests involve decision making, then make a guaranteed optimal decision and join the Decision Analysis Society. The $30 annual dues includes INFORMS newest journal, Decision Analysis (well worth the $30), and the quarterly DAS newsletter. Members can use the listserv DAList for news and job postings. Look for DAS sponsored sessions at the annual meeting in Seattle. To learn more about DAS, please visit www.decisionanalysis.org or contact DAS secretary John Butler (jbutler5@tulane.edu).
As a feature of *FEEDBACK*, sponsoring organizations are encouraged to share information with the WINFORMS membership about their business programs, space permitting. This section of the newsletter is reserved for this purpose and sponsoring organizations are invited to contribute. Please contact Ric Blacksten, *Feedback* Editor, if your organization is interested in contributing. If you are a new institutional member or an old one who has not been profiled in a while, this is the space for such profiles.

For nearly two decades, corporate and government executives have relied on recommendations from OMNI Engineering & Technology when making decisions about organizational and operational performance. OMNI’s professional staff works side-by-side with each client to develop and implement the approach that best matches the scope of the engagement and the client’s unique situation. Typically, OMNI draws on industrial and systems engineering, operations research, human factors, and organizational performance measurement and improvement knowledge, experience, and skills to develop data-based recommendations to support defensible, but not necessarily popular, decisions by client executives.

Example engagements — staffing and workload analyses, improving budget formulation processes, assessing business process change on employee workload, assessing patient process time of prototype medical unit responding to a bio-terrorist attack, supporting fair wage setting of disabled employees, conducting feasibility design study of construction waste recycling plant, identifying roadblocks to performance improvement of office staff, validating production standards, providing recommendations to bring facility maintenance costs under control, and forecasting workforce staffing requirements, employee turnover, and demands for training.

Additional information is available at [www.omni-engineering.com](http://www.omni-engineering.com) or by contacting Neal Schmeidler at 703-462-5471 or [neal@omni-engineering.com](mailto:neal@omni-engineering.com).

**WINFORMS Leadership Openings**

**INSTITUTIONAL SPONSORSHIP COMMITTEE CHAIR**

WINFORMS is sponsored by you, our members, as well as our institutional sponsors, whom we gratefully acknowledge. The sponsorship chair is now vacant. Please consider taking on this role. It will be a great service to WINFORMS and rewarding for you. For more information please contact Russell Wooten, WINFORMS President.

**INFORMS Society and Section Spotlight**

Learn more about ways that you can market the profession by visiting [www.orchampions.org](http://www.orchampions.org). Remind your clients to visit [www.scienceofbetter.org](http://www.scienceofbetter.org).”
Here is a story about mathematical deduction that I love, mainly because it is said to be true, and because it had
an impact (albeit small) on the outcome of the Second World War. It is the story of how a simple statistical
formula successfully estimated the number of tanks the enemy was producing, at a time when this could not be
directly observed by the allied spy network.

By 1941-42, the allies knew that US and even British tanks had been technically superior to German Panzer
tanks in combat, but they were worried about the capabilities of the new marks IV and V. More troubling, they
had really very little idea of how many tanks the enemy was capable of producing in a year. Without this
information, they were unsure whether any invasion of the continent on the western front could succeed.

One solution was to ask intelligence to guess the number by secretly observing the output of German factories,
or by trying to count tanks on the battlefield. Both the British and the Americans tried this, but they found that
the estimates returned by intelligence were contradictory and unreliable. Therefore they asked statistical
intelligence to see whether the accuracy of the estimates could be improved.

The statisticians had one key piece of information, which was the serial numbers on captured mark V tanks.
The statisticians believed that the Germans, being Germans, had logically numbered their tanks in the order in
which they were produced. And this deduction turned out to be right. It was enough to enable them to make an
estimate of the total number of tanks that had been produced up to any given moment.

The basic idea was that the highest serial number among the captured tanks could be used to calculate the
overall total. The German tanks were numbered as follows: 1, 2, 3 ... N, where N was the desired total number
of tanks produced. Imagine that they had captured five tanks, with serial numbers 20, 31, 43, 78 and 92. They
now had a sample of five, with a maximum serial number of 92. Call the sample size S and the maximum serial
number M. After some experimentation with other series, the statisticians reckoned that a good estimator of the
number of tanks would probably be provided by the simple equation (M-1)(S+1)/S. In the example given, this
translates to (92-1)(5+1)/5, which is equal to 109.2. Therefore the estimate of tanks produced at that time
would be 109

By using this formula, statisticians reportedly estimated that the Germans produced 246 tanks per month
between June 1940 and September 1942. At that time, standard intelligence estimates had believed the number
was far, far higher, at around 1,400. After the war, the allies captured German production records, showing that
the true number of tanks produced in those three years was 245 per month, almost exactly what the statisticians
had calculated, and less than one fifth of what standard intelligence had thought likely.

Emboldened, the allies attacked the western front in 1944 and overcame the Panzers on their way to Berlin.
And so it was that statisticians won the war - in their own estimation, at any rate.

Contributions from You?

Do you have Feedback tidbit to offer, whether kudos info for yourself, organization or colleagues, or other
miscellany? If so, we'll try to include it here, space permitting. Feedback also solicits small filler items here to
be used as needed. Mail contribution to Ric Blacksten at hricblacksten@sigmaxi.net.
DIRECTOR, STRATEGIC PLANNING & DECISION ANALYSIS - CARDIOVASCULAR / METABOLICS – PRINCETON, NJ

Description: Provide leadership to a team of analysts responsible for strategic, commercial, and financial evaluation of BMS Cardiovascular and Metabolics portfolio. Partner with senior leaders within the CV/Metabolics franchise to ensure key strategic decisions at the asset and disease area levels are informed by timely analysis of the highest quality. The CV/Metabolics SP&DA team this individual will lead is responsible for working with early and full development teams to identify and evaluate alternative clinical development and LCM strategies, for forecasting sales for new and inline products and LCM investments, for quantifying technical and regulatory risks, and for translating this information into insightful financial analyses for key investments and strategies within the disease area. This team is also responsible for assisting in the evaluation of business development opportunities and for coordinating input for CV/Metabolics assets into BMS corporate strategic planning and portfolio review processes. The director will be expected to provide leadership and oversight for the team’s asset level work and also to play a lead role in formulating and delivering strategic analyses at the disease area level.

This position will report to the Vice President, Strategic Planning & Decision Analysis.

Qualifications: Strong team coordination and leadership skills and experience, including significant experience providing such leadership in an analytically rigorous environment. Demonstrated ability to think strategically, to focus effort on key issues, and to translate strategic issues into an appropriate analytic framework. Proven ability to communicate analyses in a clear and convincing way to product teams and senior management. Solid understanding of clinical development, regulatory issues, and market dynamics in the pharmaceutical industry. Knowledge of and experience working in the Cardiovascular and Metabolics disease areas is preferred. Strong and broad analytic skills and experience, ideally including experience developing sales forecasts, applying decision analysis tools and techniques to evaluate investments under uncertainty, and constructing investment focused financial models. Bright, creative, energetic, and self motivated. Strong multitasking, organization and interpersonal skills. Demonstrated team leadership experience in a comparable analytic function serving the pharmaceutical industry, including a track record of significant and successful senior management interaction. Five to ten years of forecasting, financial modeling, and or decision analytic experience. Graduate degree in a quantitative discipline, with significant training in Finance, Management Science, or Decision Analysis preferred.

To submit: Please forward your resume to Anne Marie Aponte, Human Resources Associate, at annemarie.aponte@bms.com.

Bristol-Myers Squibb is a global pharmaceutical and related healthcare products company whose mission is to extend and enhance human life.

Bristol-Myers Squibb is an equal opportunity employer. M/F/V/D

FULL-TIME RESEARCH POSITION IN MATHEMATICAL PROGRAMMING – RURAL NJ

ExxonMobil Research and Engineering Company has an immediate opening for a full-time regular position in our Optimization and Logistics research group in Corporate Strategic Research Laboratory, located 50 miles west of New York City in scenic, rural New Jersey.
We are looking for creative, resourceful individuals to join our research and development effort in optimization and logistics for the petrochemical industry. Our industry offers a multitude of challenging logistics and supply chain optimization problems that require state-of-the-art technology in the area of large-scale mixed-integer programming. The successful candidate will join a dynamic group of scientists performing breakthrough research for all sectors of the corporation, creating new approaches to solve our most challenging optimization problems.

The applicant should have a Ph.D. degree in Operations Research, Industrial Engineering, or a related discipline. Theoretical and practical experience in mathematical programming modeling and algorithm development is a requirement, particularly in the area of large-scale mixed integer programming. Research emphasis on planning and scheduling, transportation and distribution, and/or inventory management and control is highly desirable. Proficiency in current commercial and academic mathematical programming and optimization modeling languages and solvers is an important skill, as are strong computing skills in an object-oriented programming language. Expertise in stochastic programming or constraint programming is desirable, although not necessary. The ability of the candidate to grow into closely related research areas will also be of critical importance.

ExxonMobil offers an excellent working environment and a competitive compensation and benefits package. Please submit your cover letter and resume to our web site at www.exxonmobil.com/apply. Please apply to Member of Technical Staff and reference MTSKF-4469BR in both letter and resume. Additional information about the position may be obtained through e-mail by contacting Dr. Kevin C. Furman <kevin.c.furman@exxonmobil.com> or by phone (908) 730-2281.

ExxonMobil is an Equal Opportunity Employer

FULL-TIME POSITION AS DECISION ANALYSIS MANAGER – MCKINNEY, TX

Blockbuster Distribution has an immediate opening for a full time decision analysis manager in our distribution operation near McKinney, TX.

We are looking for a creative and resourceful individual to join our continuous improvement efforts in optimizing our logistics operation. Due to the nature of our product Blockbuster offers a multitude of challenging logistical and supply chain optimization problems which utilize state of the art material handling technologies requiring state of the art analysis, research and modeling using a variety of skills including mixed integer programming, game theory, regression analysis, optimization techniques, and more.

The successful candidate will lead a dynamic and progressive team of professionals responsible for creating new approaches to everyday problems as well as specialized one off solutions.

The applicant should have at a minimum a master degree with a strong emphasis in operations research, industrial engineering, or a related discipline. Theoretical and practical experience in mathematical programming, modeling and algorithm development is highly desirable, particularly in the area of mixed integer programming. Experience in planning, scheduling, transportation, inventory management and control is also highly desirable. Proficiency in current commercial and academic mathematical programming and optimization modeling languages and solvers are important skills.

Blockbuster offers an excellent working environment and a competitive compensation and benefits package. Please forward any interest in this position to by email to Casey Chung (Casey.Chung@Blockbuster.com).
Calls for Papers

Sethanne Howard, Associate Editor of the Journal, the official periodical of the Washington Academy of Sciences, would like to remind all the members of our affiliated societies that the Journal is a peer reviewed publication that is always seeking high quality articles to print. The Journal publishes original scientific research, critical reviews, historical articles, proceedings of scholarly meetings of its affiliated societies, reports of the Academy, news of members (awards, significant accomplishments, promotions, deaths, etc...) and other items of interest to Academy members. The Journal appears four times a year. The Winter issue contains a directory of the current membership of the Academy. There are no page charges and papers from non members are welcome. Instruction for authors can be found at the WAS website

http://www.washacadsci.org/

Contributions from You?

Do you have Feedback tidbit to offer, whether kudos info for yourself, organization or colleagues, or other miscellany? If so, we’ll try to include it here, space permitting. Feedback also solicits small filler items here to be used as needed. Mail contribution to Ric Blacksten at hr incluso  blacksten@sigmaxi.net.

INFORMS Society and Section Spotlight

What are INFORMS Societies and Sections … and how can they help you?

INFORMS Societies are large groups of 400-1000 INFORMS members with common interests that have conferences, websites, and networking such as job posting email newsletters. Currently, there are ten societies: Applied Probability; Computing; Decision Analysis; Information Systems; Manufacturing and Service Operations Management; Marketing Science; Military Applications (relevant to many WINFORMS members); Optimization; Simulation; and Transportation Science and Logistics. In an INFORMS Society, you can connect with other OR/MS professionals across the country and the world working on solving similar problems.

INFORMS Sections are smaller groups that have a more specialized focus. Sections usually have sessions at conferences and websites with lots of technical information and resources. You can network with professionals in your specific field and seek expertise for how to increase your productivity. There are currently 22 sections: Accounting, Auditing and Tax; Artificial Intelligence; Aviation Applications; CPMS: The Practice Section; Data Mining; eBusiness; Energy, Natural Resources, and the Environment; Financial Services; Group Decision and Negotiation; Health Applications; Location Analysis; Management Control Systems; Organization Science; Public Programs and Processes; Quality Statistics, and Reliability; Railroad Applications; Revenue Management and Pricing; Social Science Applications; SpORts; SPRIG: Spreadsheet Productivity Research Interest Group; Technology Management; and Telecommunications.

Membership fees for joining a Society or Section range from $0-30 with most costing $5-10 per year. See more details at www.informs.org and click on Communities.

In future issues, this column will feature spotlights of individual Societies and Sections. If you can contribute a brief Spotlight article about your Society or Section, please email Kevin Gormley at kgormley@mitre.org.
### WINFORMS Officers

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<th>Role</th>
<th>Name</th>
<th>Organization</th>
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<th>Phone</th>
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### WINFORMS Committees

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### WINFORMS Elections (Ballot on back page)

#### NOMINATIONS FOR WINFORMS BOARD OF DIRECTORS

**Russ Vane**

Dr. Russell (Russ) Vane has been a continuous member of WINFORMS for eight years. He is a current subdivision council member of the Chapters and Fora Committee. He hopes to chair a very successful WINFORMS track at Capital Science 08 in the Spring, but will need some help. He earned his doctorate at nearby George Mason University in Information Technology in 2001 writing about adversarial reasoning. He hopes to help the other officers during the next two years.

**Dhaivat Parikh**

Dhaivat Parikh is currently a Senior Consultant with IBM Global Business Services in Fairfax, VA. In the past, he has worked with Capital One and MergeGlobal, Inc., all in the DC Metropolitan Area. He received his M.S. in Systems Engineering from University of Texas at Austin and B.E. in Mechanical Engineering from Gujarat University, India.

His work focuses primarily on advanced analytical techniques in decision support. He also works on the general field of Business Intelligence, which includes, apart from the core decision engine, Data Warehouses and User Interfaces critical to operational, real-time decision support systems.

Please complete and return your ballot by Friday, August 17, 2007. Please mail your ballot to Russell Wooten, 46842 Graham Cove Square, Potomac Falls, VA 20165-75778

VICE PRESIDENT/PRESIDENT ELECT (3-year term)

_____ Russell Wooten
________________________(write in)

SECRETARY (2-year term)

_____ Nastaran Coleman
________________________(write in)

TREASURER (2-year term)

_____ Chuck Burdick
________________________(write in)

DIRECTORS (4) (2-year terms)

_____ Russ Vane         _____ Dhaivat Parikh
________________________(write in)        ____________________(write in)