August 2012 Newsletter

CPMS Activity: Business Meeting and the Wagner Prize

By Russ Labe, Chair, CPMS
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In keeping with a CPMS tradition, our CPMS Council meeting to be held during the INFORMS Annual Meeting in Phoenix, Arizona will be open to all CPMS members. If you are planning to attend the INFORMS meeting, you are also welcome to join us. We will meet on Tuesday, October 16, 2012 from 7:00am to 9:00am. A complimentary breakfast will be available. Information on the room location will be provided closer to the meeting.

This is your opportunity to meet council members and hear what’s going on with the Edelman Award competition, the Wagner Prize competition, the UPS George D. Smith Prize competition, and other upcoming INFORMS practice activities. If you will be in Phoenix, please plan to attend. We look forward to seeing you there!

Over the last several months the CPMS Council led an effort to raise the profile of the Daniel H. Wagner Prize for Excellence in Operations Research Practice with a long-term objective of increasing the quality and number of submissions received each year. We came up with a great list of ideas and strategies for enhancing the prize.

Several ideas have already been implemented. For example:

- Prepare and utilize an enhanced marketing plan. Gary Bennett on the INFORMS staff, working with Wagner chair Allen Butler, did this. The plan included an updated call for submissions and an expanded distribution.
- Invite winners and finalists in other subdivision practice competitions to submit their work to the Wagner.

Judging from the strong 2012 field of entries, it looks as if these strategies have begun to bear fruit.

Other enhancements that we continue to pursue include:

- Increase the amount of the prize money. Currently authors of the winning paper receive $1,000. We would like to increase
Migrate the Wagner Prize from a CPMS Prize to an INFORMS Prize. CPMS would continue to manage the competition (the same as for the Edelman and UPS competitions). This action would raise the formal stature to be on par with other INFORMS-level awards.

What can you do to support this initiative? If you know potential sponsors, please pass along contact information to us. Also, encourage people with implemented ORMS applications that entail innovative methods to submit their work to the Wagner; if you provide names and contact information we will be happy to solicit entries.

If you have any other suggestions for improving the Wagner Prize, we also welcome them. You can pass your ideas and information along to me at Russ.Labe@Bankofamerica.com or to Allen Butler, the chair of the Wagner Prize Committee, at Allen.Butler@va.wagner.com.

If you have any other suggestions for improving the Wagner Prize, we also welcome them. You can pass your ideas and information along to me at Russ.Labe@Bankofamerica.com or to Allen Butler, the chair of the Wagner Prize Committee, at Allen.Butler@va.wagner.com.

Thanks for your ongoing support of CPMS!

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**Analytics: Answering Key Questions**

By Randy Robinson, Past Chair, CPMS randy.robinson@mac.com

My subject here is the "analytics initiative" that has earned a high priority with INFORMS and CPMS. Actions resulting so far from the initiative include publishing the online Analytics magazine, renaming and reprogramming the spring practice conference, organizing the new analytics section, and, when it comes to fruition, offering professional certification in analytics.

As the topic of analytics rose to prominence, we heard various anxiety provoking questions that still may trouble some of us. Let me therefore offer one person's perspectives on a sample of those questions.

In the spirit of full disclosure, I should say that I emphatically support the directions regarding analytics being taken by the INFORMS board and CPMS.

I'll organize my discussion in Q&A format.

**Q1: Why should we care?**

**A1:** From when Dr. A. P. Rowe, then head of the Bawdsey Research Station of the British Royal Air Force, in 1938 instructed investigators to undertake "operational researches" to make air defense more effective, the field of operations research/management science (ORMS) has existed to facilitate improvements in organizational performance - in other words, to
deliver successful applications in practice.

For years our biggest practice problem seemed to be that all too often the clients for our services either aren't aware of ORMS or else know about it but don't see it to be a source of valuable help.

After the merger of ORSA and TIMS to create INFORMS in 1995, INFORMS made two tries at addressing this apparent difficulty. First there was a publicity initiative called "branding," an initiative that got stuck in the board. Then there was another initiative, this time called "marketing the profession," perhaps better recognized as "the science of better" project, which also got stuck after a couple of years of activity. The analytics initiative is our third try.

What's different this time? In a nutshell, the name "analytics" seems to have already achieved high visibility and popularity among many prospective clients. The board's job on behalf of our profession therefore is mainly to take rightful ownership of analytics.

Q2: Is analytics significantly different from ORMS?
A2: My short answer is that in practice the difference is negligible.

So what is analytics? As is true of OR and MS, reasonable definitions vary. In my opinion the gist is that analytics combines the traditional decision-support role of ORMS with associated information technology (IT). It also gives more attention than some of us have given to analytical assistance from the field of artificial intelligence.

Much of the overall view now called analytics was previously called "business intelligence."

My main point is that success in practice does now, and has in the past, required being on top of virtually the whole scene now termed analytics. As Pogo might have observed, "We have met the analytics professionals and they are us!"

Indeed, the basic idea of analytics is familiar. Franz Edelman, after whom our Edelman Award was named, promoted the tighter integration of OR and IT; he became head of both OR and IT at RCA.

Note that the IT of interest in analytics is not general IT but instead is the IT associated with implementing decision-support applications.

Q3: Should INFORMS focus on advanced analytics or on all analytics?
A3: In general ORMS practice it's routine to do quick, simple things as well as advanced things. A general physician will not recommend brain surgery when taking a couple of aspirin will suffice. But the ideal ORMS practitioner, like the ideal physician, recommends the appropriate treatment in light of all treatment possibilities; this requires the highest level of knowledge.

The INFORMS initiative certainly will encompass the advanced end of the analytics-skill spectrum. To what extent the initiative reaches
down to the simplest level is a judgment those immersed in formulating and implementing related projects, especially certification, must make.

Q4: Why should INFORMS offer analytics certification?
A4: Offering certification is no minor undertaking. It entails cranking up a set of exams and related courses.

The primary, strong reason for doing this is that it meets a real need. The proposal came to the board several times in the past. This time the need perhaps is more clear.

Within many practice groups - whether the group is titled analytics, operations research, management science, or something else - some group members want certification to supplement their degrees. Usually, but not always, those group members interested in certification hold bachelors or masters degrees, not PhDs.

Certification supplies a recognized credential. It typically can be pursued while the candidate stays on the job. Practice-group members often have specialized job roles; certification offers a chance to broaden their knowledge.

Certification programs are commonplace in many professional fields. For example, the "professional engineer" program is well known in traditional ORMS groups.

Q5: Will the name "analytics" replace the established names "OR" and "MS"?
A5: As the professional names "medicine" and "health care" illustrate, wide use of more than one name is not necessarily a problem. Our central goal related to the name, as perhaps became more evident in the INFORMS publicity effort that preceded the latest analytics effort, should be to "market the profession" - that is, to make the profession more visible to prospective clients and to encourage clients to recognize its practical value.

Sometimes a profession might revise its public name to improve the tone; an example is the deliberate change from "personnel" to "human resources." This is not a consideration in our case.

For us, the marketing-the-profession advantages of the name "analytics" emerge mainly from these features as perceived by prospective clients: (1) it sounds familiar and self-explanatory; (2) it sounds like something everyone should be doing, while operations research and management science sound impractical; and (3) it sounds catchy.

Note that the name analytics could be, and is being, applied to non-practice pursuits (e.g., research) within our profession.

Niels Bohr famously observed: "prediction is very difficult, especially about the future." It does seem likely that the names operations research, management science, and analytics, among others, will coexist for many years into the future. Which name dominates at a particular future time probably will depend on multiple circumstances only some of which INFORMS can influence. In any
event, our primary concern should be the state of the profession rather than its most-popular name.

**Q6: Will the new analytics section replace CPMS?**  
**A6:** CPMS, the practice section of INFORMS, is dedicated to advancing practice. The analytics section is dedicated to serving, in any appropriate respect, those in our profession who identify especially with the name analytics.

The concepts behind these two missions differ significantly. It seems unlikely therefore that one will absorb the other as long as the missions stay the same.

**Q7: Aren't the analytics projects a lesser use of INFORMS resources when we could be doing more valuable things like starting new journals?**  
**A7:** Any member of the profession who believes that lack of visibility and appreciation among prospective practice clients isn't a top priority should reconsider. Art Geoffrion, the third president of INFORMS, often pointed out that we all are in the same boat; as practice goes, so goes the whole profession including academic jobs and our ability to serve the public good.

Fortunately, we can afford what the board plans. The board is moving ahead carefully. For instance, while investing in the certification startup is not without risk, the certification program overall should at least break even soon and possibly make money later.

**Closing:** I believe that the analytics initiative of INFORMS takes advantage of a golden opportunity. It deserves our support.

I should mention again that the foregoing are my personal opinions, not official pronouncements.

What's your view? Are you troubled by any other question about analytics? I welcome comments at randy.robinson@mac.com.

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**Practice Update**

**By Jack Levis, INFORMS Vice President, Practice Activities**  
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INFORMS has been working hard to achieve the vision of being the premiere organization for advanced analytics professionals. This has resulted in the board adopting three strategic priorities:

- Develop and implement a certification program.
- Develop and implement a continuing education program.
- Develop and support external engagement with government and industry.
The priority that is furthest along is certification, and we are well down the path to completion. Ours will be a basic practitioner certification called a Certified Analytics Practitioner (CAP). The first certification test is planned to coincide with the practice conference in 2013. CAP will be the first true analytics certification offered by any organization.

In order to receive a CAP certification, the candidate must have appropriate education, work experience, demonstrated achievement, and pass the certification test.

As mentioned above, the certification effort is one of many initiatives to ensure INFORMS’ position in the analytics ecosystem. Businesses continue to pursue analytics to gain competitive advantage.

McKinsey consulting is predicting a significant shortage of analytics professionals by 2018. Organizations will be looking for guidance in finding and educating their people.

With our strategic initiatives, INFORMS can be the premiere analytics society to provide value to both its members and the engaged organizations.

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**Update from the Analytics Section**

By Michael F. Gorman, President, INFORMS Analytics Section

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Well, the Analytics Section is just over a year old, yet is almost 900 members strong. Analytics is truly a wave that is growing in size and momentum. INFORMS has latched onto this wave and is taking a strong leadership role. The Analytics Section is one manifestation of that emphasis. Activities such as developing an Analytics certification exam and cataloging Analytics programs in academia are just a start for INFORMS.

At the 2012 spring conference on Business Analytics and Operations Research, the Analytics Section named our first Innovation in Analytics Award winner - Booz Allen Hamilton’s work with Immigration and Customs Enforcement. Congratulations to them, and as well to IBM for their work in scheduling software maintenance and upgrades, and to the Cleveland Indians for their work in yield management. These applicants were up against fifty other submissions - so their accomplishments should be lauded!

This year’s Innovation in Analytics Award competition, boasts 40 competitors. Ten semifinalists were chosen in August to present on Tuesday, October 16 in the Analytics track at the INFORMS Annual Meeting; view the list below. If you want to see the best in analytics, plan to attend these sessions! Of those nine, three finalists will present at the spring analytics & OR conference in 2013, where a
winner will be identified. We are excited to present this new format that affords more participants an opportunity to present in front of an audience. Moreover, the prize money is expanded from last year because of the success of the competition and the growth of the section.

Our group is large; its members have varied interests. We are also young, and our possible future direction has yet to be established. This is an amazing chance for our members and CPMS members to have a great impact on what happens next with the Analytics Section.

We are always looking for recommendations from our membership on how our group might continue to evolve and grow into leaders in the field of Analytics. Please feel free to contact me, Michael Gorman (Michael.gorman@udayton.edu), or our Vice President/President Elect Zahir Balaporia (zahirb@yahoo.com), with your inputs or your willingness to serve!

2013 Innovation in Analytics Award Semifinalists
The semifinalists for the 2013 Innovation in Analytics Award are listed below. They will present on Tuesday, October 16 at the INFORMS fall meeting in Phoenix. Make plans to attend!

Insurance Agency Productivity, Efficiency, and Prospecting
Mark Grabau, IBM

Sustainable Investment Decision Analysis: Integrated Techno-Economic Analysis for a Biofuel Initiative
Scott Mongeau, SARK7

Fully Adaptive Designs for Clinical Trials: Simultaneous Learning from Multiple Patients
Vishal Ahuja, John Birge, U. Chicago

Whole-Hospital Operational Forecasting System
David Toledano, Kunter Akbay, Peter Katlic, Onur Dulgeroglu, Bex Thomas, GE Global Research

Machine Learning for Power Grid Reliability: Predicting Manhole Events in New York
Cynthia Rudin, MIT; Rebecca Passonneau, Axinia Radeva, Steve Ierome, Columbia; Delfina Isaac, Consolidated Edison

Robust Routing for Battery Electric Vehicles
Daniel Reich, Erica Klampfl, Oleg Gusikhin, Perry macNeillie, Ryan McGee, Ciro Soto, Mark Jennings, Joe Rork, Bill Frykman, Mary Smith, Michelle Plattenberger, Susan Curry, Ford Motor Company; Dimitris Bertsimas, Thomas Magnanti, Matthew Fontana, MIT

Kano Theory and Shapley Value Identification of Customer Satisfaction Key Drivers
Kenneth Powaga, W. Michael Conklin, Stan Lopovetsky, GfK Custom Research North America

A System for Optimizing Advance Acquisition of Right-of-Way
The 2013 Franz Edelman Award Competition

By Peter C. Bell, Chair, 2013 Edelman Competition
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The 2013 Franz Edelman Award competition is underway with a number of expressions of interest already received. Please keep a lookout for promising applications and invite entries.

The application process is not onerous, requiring just a fairly brief Summary of Achievement. Full details on the competition and how to apply appear on the website.

If you have been a member of a previous Edelman selection committee, please look over past entrants (where you have contacts) that were identified as "green apples" and if you think they might have progressed to "finalist" stage encourage them to re-enter.

Important dates for the 2013 competition are:

- Summary of Achievement submission due date: Wednesday, October 17, 2012.
- Semi-finalist selection meeting: Friday November 2, 2012 starting at 9am EST.
- Verification reports due: Friday November 30, 2012.
- Finalist selection meeting: Friday December 14, 2012 starting at 9 am EST.
- Finalist announcement: Monday, December 17, 2012.
- Full paper submission: Friday, February 15, 2013.
- Presentations and award: INFORMS Conference on Business Analytics & O.R., San Antonio, TX: Monday, April
2012 Wagner Prize Competition on the Horizon

By C. Allen Butler, Chair, 2012 Wagner Prize Committee

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Mark your calendars! The competition for the 2012 Daniel H. Wagner Prize for Excellence in Operations Research Practice will be held on Monday, October 15, at the 2012 INFORMS Annual Meeting in Phoenix, Arizona.

If you want to hear some high quality presentations and learn about some clever applications of OR and advanced analytics, plan on attending the Wagner Prize tracks. The winner will be announced, and will give a reprise, at a keynote session on Wednesday morning at 10:00 am.

The Wagner Prize is awarded for a previously unpublished paper that describes a real-world application of operations research or advanced analytics. The criteria for selection focus especially on mathematical innovation and clarity of exposition, in contrast to the Franz Edelman Award, the selection criteria for which focus especially on organizational and financial impact.

The prize is in memory of the late Dr. Daniel H. Wagner. While president of his own practice-oriented consulting firm, Dr. Wagner brought many high-quality mathematicians into the operations research community, leading to significant applications for the U.S. Navy, U.S. Coast Guard, and many other organizations. The prize honors Dr. Wagner by emphasizing qualities he respected in his colleagues: the ability to innovate and to communicate clearly and effectively.

UPS George D. Smith Prize Looks Forward to Second Competition

By Donald R. (Bob) Smith, Chair, 2013 UPS Smith Prize
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After an extremely successful initial competition, the UPS George D. Smith Prize committee looks forward to its second year of competition with an entry deadline of October 29, 2012 for the 2013 prize.

There were 18 very high quality entrants for
2012, which made selection of the three finalists and the overall winner very difficult. Given the prestige and substantial cash award associated with the prize, we anticipate that there will be another set of outstanding applicants this year.

Past applicants including finalists may reapply for the award. Each year's competition will be judged based on the comparative quality of the applicant pool for that year without prejudice for or against an entry based on its possible status as a previous applicant or finalist. Cases for innovation will not be discounted if they have been described in a previous non-winning application.

The UPS George D. Smith Prize is awarded to an academic department or program for effective and innovative preparation of students to be good practitioners of operations research, management science, or analytics. The prize is accompanied by a $10,000 cash award.

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**Practice Cluster Talks at the INFORMS Annual Meeting in Phoenix**

**By Mary Crissey, Chair, CPMS Practice Tracks, 2012 Annual Meeting**

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Going to Phoenix for the annual meeting? CPMS cluster talks will motivate you to apply O.R. successfully in new, creative, and practical ways as you learn from proven communicators.

To build your program online select the CLUSTER pull-down option and select "SPONSORED" to see CPMS pop up on the list of items for further selection. Once you click on CPMS you will see our recommendations for excellent, high quality, application-related talks.

Sunday sessions before and after lunch offer you opportunities to view reprise presentations by the latest (2012) Franz Edelman Award finalists and, if you wish, to personally meet and question their team members. To get a preview by seeing their project summaries, check out the [Edelman gala awards ceremony](http://archive.constantcontact.com/fs096/1101540798173/archive/1110716849819.html) as videoed in April.

Sunday afternoon's keynote honors the Edelman Award winning team chosen by the panel of judges at the spring analytics conference in California. If you already heard TNT's talk, we offer you an alternative - namely our joint session with MAS entitled "Analytics and Intermodal" led by Bruce Patty.

Session SD23 is an interactive 90-minute panel discussion led by Peter Bell and Doug Samuelson addressing challenges and offering
advice for succeeding in our careers. Another option for your end-of-day Sunday is the jointly sponsored tutorial on supply chains - knowledge high in demand and sure to grow your practice.

Monday we hear competition presentations by the finalists for The Daniel H. Wagner Prize for Excellence in Operations Research Practice. Both of the plenary talks on Monday are application related. The morning talk gives both historical and futuristic looks at the demand for O.R. in our networked world. The afternoon plenary is given by the University of Michigan winners of the first-ever UPS George D Smith Prize (a $10K prize).

Presentations of semi-finalists for the new Innovation in Analytics Award take place on Tuesday; judges will select finalists to compete at the 2013 spring analytics conference. The afternoon keynote on Tuesday by the CEO of Schneider National will address challenging problems facing ORMS practitioners today. Close your Tuesday on a high note with session TD23 where you will hear from the best of the 50 submissions of the first (2012) Innovation in Analytics Award.

Bright and early Wednesday at 8am, Dr. Michael Gorman will announce finalists for the 2013 Innovation in Analytics Award. Next Dr. Allen Butler will announce the Daniel H Wagner Prize winner for 2012. Then, at the 10am keynote, we close our conference listening to the just-announced Wagner winning application that exemplifies excellence in the practice of operations research.

Every CPMS session will be sure to attract like-minded audience members. So please do come and network with us!

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**INFORMS Prize: Upcoming 2013 Competition**

**By Stefan Karisch, Chair, 2013 INFORMS Prize Committee**

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Who has the best OR and analytics department in the world? The [INFORMS Prize](http://archive.constantcontact.com/fs096/1101540798173/archive/1110716849819.html) honors an organization that has repeatedly applied ORMS or analytics in varied, novel, and lasting ways. If this sounds like your organization, please get your nomination in by December 1, 2012.

The nomination will be judged relative to the impact ORMS has had on the overall success of the organization. Thus, a multi-billion dollar firm that has a large ORMS staff but integrates ORMS techniques only occasionally might be ranked relatively lower than a small firm that uses ORMS throughout its business. The award is given primarily based on the impact that ORMS has had on the success of the firm.

The most recent winners have been Memorial Sloan-Kettering Cancer Center (2012), Sasol (2011), Jeppesen (2010), Intel
Decision Technologies Group (2009), and General Electric Global Research Center (2008).

If you have any questions, please contact the 2012-2013 Committee Chair Stefan Karisch (stefan.karisch@jeppesen.com).

Upcoming Edelman Gala

By Ann Bixby, Chair, 2013 Edelman Gala Committee
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The Edelman Gala at the recent 2012 conference on business analytics and O.R. turned out to be a highlight of the conference. We are planning another great event for 2013.

Next year’s gala will take place on April 8, 2013 at the Grand Hyatt San Antonio on the Riverwalk. Once again, conference participants will be able sit down to an excellent dinner and see some examples of the wonderful achievements in our profession.

The evening will include recognition of the 2012 Wagner Prize winning authors, announcement of the 2013 INFORMS Prize winning company, and announcement of the 2013 UPS George D. Smith Prize winning academic program. In addition, attendees will have the opportunity to view summaries of the exciting work done by each of the finalists for the 2013 Edelman Award. The gala will culminate with announcement of the 2013 Edelman Award winner.

This will be a fun event, celebrating innovative, high-impact work in the practice of ORMS/advanced analytics. I encourage you to attend and get excited about what we can do in this profession.

Linking Up with Conference Contacts via LinkedIn

By Clinton Brownley, Chair, CPMS LinkedIn Group cbrownley@gmail.com

In April, I attended the INFORMS Conference on Business Analytics & O.R. in Huntington Beach, CA. The conference offered attendees a variety of ways to be involved. I participated in technology workshops and attended seminars, exhibits, and the awards gala. In one of the technology workshops, I learned how to analyze and visualize data using Tableau Software. An interesting seminar discussed how multi-attribute performance appraisals are being used to improve personnel decisions in hospitals and the military.
The seminars and workshops were excellent events. However, I especially enjoyed the social networking lunches and birds-of-a-feather "happy hour" discussions because they gave me an opportunity to meet new people and chat about topics of common interest. At one of the birds-of-a-feather discussions, our group was so wrapped up in our conversation that a coordinator had to stop by to remind us that the next set of seminars was starting. The experience was terrific because everyone had a chance to become acquainted with new professionals and come away with contact information for keeping in touch.

When I returned home, through LinkedIn I reached out to the people I'd spoken with at the conference. We became connected, and I encouraged those who were not already group members to join our CPMS group on LinkedIn. With over 620 members, and a week over week growth rate of 300%, the size of our group continues to grow steadily. This is an encouraging sign because it signals that members of the O.R. and analytics communities see value in connecting with our group on LinkedIn.

One of the benefits of connecting with the CPMS group on LinkedIn is gaining access to interesting articles and discussion topics, as well as access to information about available jobs and upcoming events. These postings make the LinkedIn environment more engaging for all of our group members. So if you have any information about available jobs or upcoming events, please post the information to the discussion board. The same goes for thought-provoking articles and discussion topics. By taking some time to contribute by posting new material and information, you'll help our CPMS group continue to be a vibrant, enticing environment serving our professional community.

INFORMS Marketing Always Looking Out for Practice

By Gary Bennett, INFORMS Director of Marketing
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The INFORMS Board of Directors made it clear that serving our practice members better and attracting more of them to INFORMS is a priority. In fact, the board's main strategic goal states "INFORMS will be recognized as THE leading association for Advanced Analytics Professionals by advancing the practice, methods, and applications of advanced analytics, and identifying and serving analytics professionals with products and services they value." It certainly makes sense. There is no quibbling with this goal. The U.S. analytics market is estimated to be over 100,000 professionals according to Capgemini and is hungry for reputable information and a home to call their own. Most hope to increase their usage of analytics and take advantage of more advanced

http://archive.constantcontact.com/fs096/1101540798173/archive/1110716849819.html
methodologies.

So what is Marketing doing to help achieve this ambitious goal? Well, if you have read to this point in the CPMS newsletter, then you've already been updated on initiatives in certification, our key practice prizes, and our analytics conference. Marketing supports these key products and services with comprehensive marketing plans that get the word out not only to our members and closely aligned customers but also to the general analytics community - those who don't know us well yet - such as professionals who attend Predictive Analytics World and similar conferences, join the International Institute for Analytics, and visit analyticbridge.com and other websites and social networks. Marketing actively studies these relatively new startups in our profession and seeks out and strikes marketing agreements with many to spread the good news about INFORMS far and wide. We've been rewarded for our efforts. Attendance at our analytics conference and submissions for our practice prizes are up sharply, and the certification initiative looks quite promising. No one does conferences and awards like INFORMS; the analytics community should know about it.

As for certification, Marketing is taking a leading role in helping to develop our offering. We are well underway. We feel confident in announcing that the industry's first general analytics certification will be offered at the 2013 Conference on Business Analytics and Operations Research in San Antonio, Texas. And we have done so in the pages of ORMS Today and Analytics Magazine. Working closely with board members Jack Levis and Bill Klimack and their Certification Task Force, and with certification consultants Mike Hamm and Jerry Rosen, we have completed several key stages in the development process. We completed a Job Task Analysis, subjected it to wide community vetting, and had it pass with flying colors. The JTA delineates the tasks that analytics professionals perform on the job, together with the knowledge they need to perform them in several key domains like business problem formulation, working with data, and model lifecycle management. The JTA forms the basis of the eventual certification exam. A team of highly dedicated volunteers, mostly provided by INFORMS subdivisions including CPMS, used the JTA to draft and review over 200 questions for the initial exam. Next up in the process is developing two drafts of the actual test and deciding on the passing score. More volunteers are needed for these steps; if you are interested, I certainly urge you to let me know.

Along with facilitating certification, Marketing will play a key role in helping to develop an analytics continuing education program. This program will be developed in parallel with the certification efforts; it will provide a way for analytics professionals to prepare for certification, and once certified, allow them a way to accrue CPE units to maintain certification. The analytics continuing education program is headed up by INFORMS past president Rina Schneur along with Steve Powell and Terry Cryan.

These are exciting times for INFORMS. I haven't even mentioned our ongoing efforts with Analytics Magazine, video, and the Analytics Section to serve practitioners well. Our endeavors in the exploding analytics market have the potential to change the face
and tenor of INFORMS for the best by attracting and keeping more analytics practitioners while still serving well O.R. practitioners and academics. Pertinent to the latter point, Michael Rappa, Melissa Moore, and Barry List are heading up an effort to bring developers and heads of university analytics programs together to share information and best practices. They’ve held their first phone meeting already and attracted over 30 participants.

And while all this is going on, Marketing remains the keeper and distributor of data on what our members think of all this. The INFORMS Marketing Strategy Committee and I just concluded the triennial INFORMS member satisfaction survey and provided top line results to the board of directors. Most members are very satisfied with the direction INFORMS is taking. Please watch upcoming issues of OR/MS Today, eNews, the INFORMS website, and the CPMS newsletter for detailed findings of the survey. Here’s a tidbit - a strong majority of INFORMS practice members join and stay with INFORMS to satisfy the following goals: to be informed about a wide variety of subjects, to keep up with the state of the art in specific areas, and to maintain their professional identity. Does this sound like you? Most INFORMS practice members are well satisfied we are meeting their needs, but we know we must do more. Marketing is firmly and proudly situated as a leader in all of our practice endeavors.

Management Science and Analytics Make News

By Barry List, INFORMS Director of Communications, barry.list@informs.org

INFORMS continues its latest strategic planning program, begun in 2011, including its focus on outreach to industry and government. The INFORMS Communications Department will begin contacting practitioners about ways that the association can provide their organizations with services such as certification and continuing education. The Department will also provide practitioners with an analytics maturity model to help assess the level at which an organization uses analytics and how that organization can strengthen or gain maturity. We videotaped interviews with Edelman executives and O.R. department representatives at numerous companies about ways to use analytics. These videos are expected to be ready for viewing by the time of the 2012 INFORMS Annual Meeting.

O.R. and analytics continue to catch the eye of readers and the media. INFORMS President Elect Anne Robinson has been spreading the word about analytics, granting interviews to Computerworld and the SAS Knowledge Exchange, and speaking at conferences like Predictive Analytics World.

In a survey piece about women in the workplace, Forbes named
operations research as number 8 on its list of best paying jobs for women, citing female operations researchers’ median weekly earnings ($1,326), approximate median yearly earnings ($69,000), women as percentage of the profession (44%), and earnings as a percentage of men’s earnings (105%).

INFORMS Vice President Andy Boyd showed his characteristics as a Renaissance man in an article with MIT’s Technology Review.com that explained his many roles as chief scientist at a software company, radio commentator, and professor.

In a Businessweek article, Intel’s Karl Kempf explained his Daniel H. Wagner Award-winning work using O.R. modeling to do advanced purchasing for planning purposes, a process that in the past lost the company money, either when planning was conservative and undershot projected sales or was too aggressive and anticipated too much demand for Intel chips.

Read more in the INFORMS News-Room.

The INFORMS Science of Better Podcast Series continues to offer practitioners and academics a forum for extended discussion of their work. Among recent additions are:

- Michael Fry and Jeff Ohlmann discussed the burgeoning role of analytics and OR in the business side of sports
- Chris Dellarocas of Boston University explained the Pay Per Click paradox on e-commerce websites
- The future of American manufacturing was the subject of a report written in part by the University of Michigan’s Wally Hopp and Roman Kapuscinski
- SAS consultant Gary Cokins expanded on his article Why Do Large, Once Successful Companies Fail?, which appeared in Analytics Magazine
- Cisco’s Theresa Kushner explained how the major corporation uses marketing analytics

Operations research and management science have been making lots of news since the ascendance of advanced analytics. Read more in the INFORMS Newsroom. You can contact INFORMS Communications Director Barry List about ways of doing outreach for analytics and O.R. at barry.list@informs.org.

Note From the Newsletter Editor

By Randy Robinson, Chair, CPMS Newsletter Committee
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Please send your article ideas, announcements, or comments, to be considered for future issues to randy.robinson@mac.com.

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