August 2011 Newsletter

Distinguished Practice Prize Introduced

By Randy Robinson, Chair, CPMS
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CPMS directly manages some activities, and enthusiastically supports other activities, that advance the practice of OR/MS/analytics in general (i.e., practice activities not focused on a particular method or application).

We are happy to announce a new activity: the UPS George D. Smith Prize. You can read more about it in Bob Smith's article, below. Here I'll cover a few aspects by way of introduction.

This prize originated from cooperation between the INFORMS vice president/practice, Jack Levis, and CPMS officers. It's name honors George D. Smith, a former UPS CEO who played a major role in establishing the operations research function inside UPS.

As worked out with the INFORMS board, the Smith Prize, like the Edelman Award, is an INFORMS prize administered by CPMS. Through the generosity of UPS, the first-place winner will receive $10,000 in cash.

The concept is that the prize fills a previous void among the Institute's general-practice prizes considered sufficiently distinguished to celebrate them at the spring analytics conference gala.

Presently the gala recognizes: the Edelman Award (to one or several organizations for an implemented OR/MS project; criteria emphasize beneficial impact on clients and excellence in methods); the Wagner Prize (to a team of authors for an implemented OR/MS project; criteria emphasize innovative modeling and clarity of exposition); and the INFORMS Prize (to an OR/MS group; criteria emphasize long-term achievement over a history of various implemented OR/MS projects).

The Smith Prize, to also be celebrated during the gala, will go to a university department or program; criteria will emphasize effective, innovative measures to well educate future OR/MS practitioners.
The specifics of the Smith Prize were developed by a CPMS organizing committee chaired by Bob Smith, past chair of CPMS. The organizing committee worked closely with Jack Levis and with INFORMS vice president/professional recognition Ozlem Ergun. Their final product, approved by the INFORMS board, was an INFORMS policies and procedures document (number 6.19).

The CPMS operational committee to manage the prize, with Bob Smith as its founding chair, is populated with members who are keenly interested in the topic, and whose backgrounds collectively include both academia and practice: Susan Albin, Cindy Barnhart, Ozlem Ergun, Mike Gorman, Russ Labe, Ranganath Nugehalli (vice chair), and Bob Smith (chair).

The CPMS governing council joins the INFORMS board in wishing the committee great success as it begins its first year.

**UPS George D. Smith Prize**

*Donald R. (Bob) Smith, Chair, 2012 Smith Prize and Past Chair, CPMS dsmith@monmouth.edu*

On April 12, 2011, INFORMS announced a major new prize: the **UPS George D. Smith Prize**, to be granted annually to an academic department or program for effective and innovative preparation of students to be good practitioners of operations research. This prize is an INFORMS award administered by CPMS.

The Smith Prize is considered an especially distinguished award, to be celebrated during the gala banquet and award ceremony at the spring analytics conference of INFORMS. The department or program winning the prize will receive a trophy along with (courtesy of UPS) $10,000 in cash.

The first winner will be named in 2012 with an associated entry deadline of October 31, 2011.

Any academic program that includes operations research - interpreted broadly to include disciplines called operations research, management science, quantitative analysis, and descriptive, predictive, and prescriptive business analytics - may apply. We anticipate that a wide variety of academic programs will compete for and possibly win the prize, including MBA programs, “theoretical” operations research programs, and programs that are at the undergraduate, graduate, or mixed level.

It is up to the applicant to specify the academic unit that is applying.
The prize is inspired by a basic belief that academic O.R. programs must familiarize students with practice to be true to the history of the profession and true to the spirit of what O.R. should be.

The prize committee will interpret "effective and innovative preparation of students to be good practitioners of operations research" within the perspective of the academic unit's strategic purpose. So that, as examples, expectations for an undergraduate program are not the same as those for a graduate program, expectations for an MBA program are not the same as those for an operations research department, and expectations for a traditionally theoretical program are not the same as those for a practitioner-based program.

To find out more about the prize, or to apply, contact Donald R. Smith, dsmith@monmouth.edu, chair of the prize committee.

Practice Update

By Jack Levis, INFORMS Vice President, Practice Activities JLevis@ups.com

There has been a tremendous amount of activity going on at INFORMS surrounding practice. I'm excited to tell you about it.

Of course the main event for practice at INFORMS is the INFORMS Conference on Business Analytics and Operations Research. This was formerly called the INFORMS Practice Conference, but much more was changed than just the name. Tracks were organized to be more vertical in nature. A track on the process of analytics was created. More content was added to the executive forum. And a panel of prestigious experts was assembled to discuss how to manage an analytics organization.

We did what we preach. We gathered data through the Capgemini study and reacted to the data. Those conference changes were the result of what was learned from the study. The impact was stunning. Attendance at the conference grew to 31% more than our previous all-time high.

In addition to having a revised practice conference, INFORMS now has a new community: the Analytics Section. Its goal is to support the end-to-end process of analytics, as well as help organizations be successful in all facets of analytics from descriptive, to predictive, to prescriptive. If INFORMS is successful in attracting new analytics members, this should be their first stop at INFORMS. We hope the section will provide value-added content that analytics professionals have been asking for.
We are not done, however. As good analysts do, we are gathering and analyzing more data - data on how analytics professionals view both operations research and analytics. We are also doing a deeper dive into the business case for establishing an INFORMS program to offer formal credentials in analytics. Information from these studies should be available shortly.

We would like INFORMS to be seen as the premiere association for advanced analytics professionals.

New Analytics Section of INFORMS Launched

By Mike Gorman, President, INFORMS Analytics Section and Secretary, CPMS
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In April, 2011 at the spring business analytics and operations research conference in Chicago, INFORMS announced the formation of the new Analytics Section of INFORMS. INFORMS is perfectly suited to take advantage of the growing awareness of and trend towards analytical decision making.

The Analytics Section is focused on promoting the use of data-driven analytics and fact-based decision making in practice. The section recognizes that analytics is seen as both a complete business-problem-solving and decision-making process, and a broad set of analytical methodologies that enable the creation of business value. The Analytics Section promotes the integration of a wide range of analytical techniques and the end-to-end analytics process. Analytic methodologies include descriptive techniques (what happened), predictive techniques (what will happen), and prescriptive techniques (what should happen).

The section will support activities that illuminate significant innovations and achievements in specific steps and/or in the execution of the process as a whole, where success is defined by the impact on business decision making. The Analytics Section will leverage INFORMS' academic integrity to establish INFORMS as the community of thought leaders for the analytics movement, focusing on the predictive and prescriptive space.

The Analytics Section welcomes current INFORMS members to join, and hopes to attract non-INFORMS members who might not have otherwise considered joining INFORMS. The section is off to a quick start - we have grown to over 400 members in
its first few months. We invite you to join our community - it is free for 2011.

I am proud to introduce my fellow officers: vice president - Zahir Balaporia (Schneider National), treasurer - Warren Lieberman (Veritec Solutions), and secretary - Doug Mohr (UPS).

My fellow officers and I are working hard to build a first-class organization. We have a website developed and a LinkedIn group. Our newsletter - The Analytics Lens - will have its first issue this summer. Finally, we have a 13-session analytics track planned for the fall 2011 INFORMS Annual Meeting in Charlotte.

Come join us at our business meeting during the Charlotte annual meeting and help us establish the future direction of our section within the broader INFORMS community.

Edelman Award: 2011 Summary and 2012 Outlook

Steve Graves, Chair, 2011 and 2012
Edelman Competitions
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Summary - 2011: The 40th annual competition for the Franz Edelman Award took place at the INFORMS practice conference in Chicago, IL on April 11, 2011. Six finalist organizations presented projects that together represent a wide range of industries, applications, and countries around the globe:

- **The Midwest Independent Transmission System Operator (Midwest ISO)**, serving 13 midwestern states and the Canadian Province of Manitoba, acts as an "air-traffic controller" of electricity generation and transmission by exercising operational control over more than 1,500 power plants and 55,000 miles of transmission lines. After developing and implementing mathematical programming models, Midwest ISO increased efficiency, improved reliability, and reduced the need for future investment within its system of participating electric utilities. Overall benefits included $2 billion to $3 billion in savings during the start-up period of 2007 to 2010.

- The Chilean shipping company **Compañía Sud Americana de Vapores (CSAV)** provides large shipping containers to customers in over 100 countries to accommodate cargo that moves by ship, on both CSAV ships and others, and by connecting means such as trains. A suite of models for forecasting container demand, determining container safety stock at different locations, and network-flow planning to reposition empty containers,
enabled CSAV to improve efficiency while increasing the company's internal coordination worldwide. The CEO testifies that this work has been instrumental in turning the company around to become the 6th largest shipping company in the world.

- Ranked number 1 in Fortune Magazine's "engineering construction" category of the Fortune 500, the Texas-based Fluor Corporation maintains offices in over 30 countries to help it manage large, complex engineering-and-construction projects across six continents. To overcome a famous project-management problem of finding out only at the end the full consequences of typically numerous changes introduced along the way, and then entering into often contentious negotiations with project customers to determine who pays, Fluor developed continuous-variable simulation models, and adopted the associated general approach called system dynamics, to simulate and thereby anticipate the effects of proposed changes when they arise. With quantified benefits approaching $1 billion so far, implementation created a win-win for Fluor and its customers, improved the mindset within Fluor from reactive to proactive, and helped advance the important field of large-project management.

- InterContinental Hotels Group (IHG), headquartered in Denham, UK, with properties in over 100 countries, is the largest hotel company in the world measured by number of rooms. While much of the hotel industry has installed revenue management, the standard version does not explicitly model demand versus price to recommend an optimum price. IHG was first in its industry to develop and deploy a large-scale, enterprise-wide implementation of revenue management with price optimization. This capability is expected to generate for IHG around $300 million per year in additional revenue.

- The largest publicly traded bank in the world, Industrial and Commercial Bank of China (ICBC) operates more than 16,000 branches. Responding to China's rapid urbanization, ICBC partnered with IBM to develop and implement a combination of OR/MS methods to recommend where to locate or relocate branches and what services to offer at each. The additional deposits gained are estimated roughly to be amounts equivalent to billions of dollars.

- The New York State Department of Taxation and Finance (DTF), in its Collections and Civil Enforcement Division, collects assessed delinquent taxes. To better handle collections in a manner that bases specific actions on respect for citizen rights and on considering the situation of the individual debtor, DTF teamed with IBM to develop and implement a combination of OR/MS methods to recommend where to locate or relocate branches and what services to offer at each. The result was increased collections with reduced use of disruptive collection tools such as warrants and levies.
The first-place winner of the competition, Midwest ISO, will reprise its talk in a keynote session at the 2011 INFORMS Annual Meeting in Charlotte, NC. We expect some of the other finalists to reprise their presentations in technical sessions at the Charlotte meeting.

Much good effort was needed to put on this competition. The judges, coaches, Edelman semifinalist-and-finalist selection committee, Edelman Gala committee, INFORMS staff, and CPMS council, all contributed to making the competition a success. Finalist team members worked hard to prepare and deliver their excellent presentations and to write their papers.

Outlook - 2012: Preparation is underway for next year’s Edelman competition. The call for abstracts will appear early in the fall; we will then announce the calendar for the screening process to select the six exceptional finalists.

If you are interested in participating as part of the semifinalist-and-finalist selection committee, please contact Steve Graves, sgraves@mit.edu, chair of the 2012 competition.

If you are interested in applying to enter the 2012 competition, please be on the lookout for the announcements.

2011 Wagner Prize Competition on the Horizon

By C. Allen Butler, Chair, 2010 and 2011 Wagner Prize allen.butler@va.wagner.com

Mark your calendars! The competition for the 2011 Daniel H. Wagner Prize for Excellence in Operations Research Practice will be held at the 2011 INFORMS Annual Meeting in Charlotte, North Carolina. If you want to hear some high-quality presentations and learn about some clever applications of O.R., plan to attend the Wagner Prize tracks.

The Wagner Prize is awarded for a previously unpublished paper describing a real-world application of operations research. The criteria for selection focus especially on mathematical innovation and clarity of exposition, in contrast to the Franz Edelman Award which recognizes especially beneficial impact on a client organization.

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
The 2011 INFORMS Prize Goes to Sasol in South Africa

By Erica Klampfl, Chair, 2011 INFORMS Prize Committee  

For those of you who were able to join us in Chicago for the 2011 Conference on Business Analytics and Operations Research, I'm glad you could be a part of the Edelman gala where we awarded the 2011 INFORMS Prize to Sasol, based in South Africa. Sasol won for demonstrating sustained, effective, and creative use of operations research to improve decision making and impact the company's bottom line.

For 60 years, Sasol demonstrated its innovative spirit in the energy and chemicals sectors of South Africa. The company has grown to become the country's leading fuel provider and an international player. Sasol joins an impressive list of INFORMS Prize winners, including American Airlines, Federal Express, Pfizer Inc., UPS, Intel, and most recently Jeppesen.

Sasol's recognition of the importance of O.R. was underscored by the attendance of nine members of the company, including several high-level executives, who traveled to Chicago from South Africa: Michele Fisher, Johan de Bruyn, Karin Kleynhans, Flip de Wet, Willem Louw, Hylton Robinson, Ester Vermaak, Patrick Veldhuizen, and Marlize Meyer.

We encourage organizations that have effectively integrated operations research/management science (OR/MS) throughout their organization to apply for the 2012 INFORMS Prize by December 1, 2011. Please visit the website for details on the application process.

Spring Practice Conference: Rebranded
2011 Conference a Great Success

By David Leonardi, Chair, 2011 Practice Conference david.r.leonhardi@boeing.com

I hope many of you were able to attend the 2011 spring practice conference to experience the results of our rebranding efforts that included changing the name to "Conference on Business Analytics and Operations Research." Those results far exceeded everybody's expectations. They laid the foundation for a great 2012 conference to be held April 15 to 17, 2012 in Huntington Beach, California.

This year the overarching rebranding goal of the conference committee was to produce a conference that complements the emerging business analytics movement while at the same time maintaining or enhancing the valuable conference features that have been refined over the last ten years. Our solution was to provide a conference focused on addressing the continuum of attendee needs that are influenced by the analytical maturity of their organization, their level in the organization, and the different techniques and varied skill sets used to identify business issues and provide solutions.

The result was the best-attended spring INFORMS analytics (practice) conference to date. Attendance increased by 42% over that of the 2010 conference, and was 31% higher than that of the previous largest conference to date (2007). We had 729 total attendees (60% first time attendees) from 27 different countries (15% of attendees were from countries other than the US), with 80% of the attendees classifying themselves as practitioners.

The move to a "vertical" track format plus the addition of tracks on analytics-process education, forecasting, and soft skills for analysts proved to resonate with many attendees. The analytics-process-education track appealed to the highest number of attendees over the course of the two-day conference. Next in popularity were the tracks for supply-chain management and for soft skills/decision analysis.

The conference hosted the first-ever INFORMS professional career fair, called Analytics Connect. The event was well received by participating employers. A total of 27 employers took advantage of the private interview booths that were set up on Monday and Tuesday; they benefited too from the Sunday evening career-fair reception, where they displayed recruitment materials in a casual setting and chatted with interested prospects.

The Executive Forum, building upon its successful début at the 2010 conference, was tailored to help executives gain a better understanding of the growing analytics field and of how to best leverage evolving trends and practices. Attendance at the
Executive Forum doubled in size from that of the 2010 conference.

Other areas of success at the conference included the INFORMS Professional Colloquium (IPC), which accepted 22 students from 17 universities. We had a 50% increase in exhibiting companies and booths. We received our highest number of submissions for presentations to date. The new analytics section of INFORMS was announced. And the Soft Skills Workshop continued to be in high demand with sold-out attendance.

Overall, the conference was a great success. I would like to thank conference-committee members for going out on a limb to rebrand what already was a great conference. I also would like to thank the INFORMS staff who proved to be "unflappable" in the face of adversity, first from the threat of a possible government shut down which impacted numerous conference speakers, and then from many logistical issues that arose because of the unexpectedly large attendance. Finally, to all who attended the conference, thank you for making it a truly energizing and exciting meeting.

2011 Edelman Gala a Successful Celebration of OR/MS Practice

By Russ Labe, Chair, Edelman Gala Committee and Vice Chair, CPMS
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One highlight of the 2011 INFORMS practice conference was the Edelman Gala, which took place on Monday evening, April 11. This event culminated the 40th annual Edelman competition.

The gala began with a delicious dinner, but that really was only the appetizer. The gala's main course was a high-quality production that included awards, videos, lights, music, large dual screens on-stage, and elegant program books for all.

Cynthia Barnhart, our master of ceremonies, conducted the production. A former president of INFORMS, Cynthia is the Ford Professor of Engineering at MIT. She is a member of the US National Academy of Engineering and has served as interim dean of the MIT School of Engineering. It was very fitting that Cynthia take center stage at the gala since she is a former winner of the Edelman Award.

Following dinner, finalists for the Wagner Prize were recognized by Allen Butler, chair of the prize committee. The winning authors, from IBM, had presented a project entitled "OnTheMark: Integrated Stochastic Resource Planning of Human Capital Supply Chains."
Then the winner of the 2011 INFORMS Prize was announced by prize-committee chair Erica Klampfl. Sasol, based in South Africa, won for their widespread use of OR/MS across the company.

In addition, the establishment of an important new award was announced: the UPS George D. Smith Prize. Beginning in 2012, this prize will be awarded to an academic department or program for effective and innovative preparation of students to be good practitioners of OR/MS.

When time came to focus on the Edelman competition, each of the 6 Edelman finalist teams briefly described their work. Earlier, finalist organizations had been inducted into the Edelman Academy, and finalist team members had been named Edelman Laureates.

At the end of the evening, with tension mounting, Steve Graves, chair of the 2011 Edelman competition, delivered to the podium a sealed envelope containing the judges' decision. Rina Schneur, president of INFORMS, opened the envelope to reveal that this year's first-place winner was Midwest ISO.

The gala turned out to be a wonderful, star-studded celebration of the best in the practice of OR/MS and analytics. Start making plans now to attend the 2012 gala!

Share Information about Your Favorite Books and Resources on LinkedIn

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

As you know, the columns I write for our CPMS e-newsletter usually describe the goings-on of our CPMS group on LinkedIn. I usually write about topics like our increasing membership, interesting discussion threads, and upcoming conferences. I could do the same thing in this article - e.g., we now have 399 group members.

But I'd rather take this opportunity to share some information about resources on analysis and decision making with you and then ask you to do the same by visiting our CPMS group on LinkedIn, clicking on the Discussions tab, and posting a comment about a book, an article, or other resource you've come to consider especially enlightening.

I can't tell you whether my love for analytical techniques and decision making led me to study policy analysis or my study of policy analysis fueled my love for analytical techniques and
decision making (there's probably an endogeneity problem in there somewhere).

I can tell you I feel fortunate to have pursued policy analysis because it exposed me to a plethora of resources having to do with framing decision situations, analyzing multiple objectives and risks, and mitigating psychological biases that can creep into judgment and decision making. These topics go to the heart of making informed, justifiable decisions. So they're as valuable for making "everyday" decisions as they are for making public-policy decisions.

There are dozens and dozens of valuable resources on these topics. Thus my list here is incomplete. It is meant only to stimulate your interest in sharing information concerning resources you think the rest of us should know.

A few books I thoroughly enjoyed reading, and have kept handy for reference, are Value-Focused Thinking by Ralph Keeney, Judgment and Choice by Robin Hogarth, and The Psychology of Judgment and Decision Making by Scott Plous.

Having absorbed information from these books and thought deeply about the associated topics and techniques, I appreciate how these and other resources have changed the way I think about, analyze, and discuss both public-policy and personal decisions.

In fact, I've been writing a blog to share how I have used these ideas to frame and make decisions in my own life. I hope you enjoy the articles on the blog; I welcome your feedback.

So there you have it: a few analysis and decision-making resources that are worth a read (quite a few reads actually). What books, articles, or other resources on operations research and related topics do you consider especially enlightening?

Please do all of us a favor by posting a comment on the Discussions tab to tell us about other books and resources worth reading. By doing so, you'll provide CPMS members with yet another fantastic reason to be a part of our vibrant, information-rich environment on LinkedIn.

O.R. Practice in Health Care Comes of Age

by Doug Samuelson, Treasurer, CPMS samuelsondoug@yahoo.com

Long-time members of CPMS and the INFORMS Health Applications Section must have been amazed at the INFORMS special-topic meeting in Montreal in June,
described here. Over 450 people, including several medical practitioners, presented a variety of O.R. approaches to this rapidly expanding area, along with some appeals for more help. Even as recently as 2007, when the Memorial Sloan-Kettering Cancer Center won the Edelman Award for optimization of placement of radioactive seeds to treat prostate cancer, relatively few INFORMS members were actively engaged in health care applications. The change is striking.

Topics included emergency department congestion, patient flow, patient safety, pandemic detection and response, health effects of disasters, emergency preparedness and response, information technology to support better medical decision-making, quality improvement, and specific disease characteristics and treatments.

Several of the most interesting subjects are likely to appear soon in OR/MS Today, starting with an article about emergency department congestion in the August 2011 issue. O.R. and a critical clever insight reduced waiting times to be experienced in some especially overcrowded emergency departments to near zero, by challenging the assumption that a patient has to be assigned a bed (the scarcest resource) before being seen by a physician. The changed procedure also seems to reduce the risk of medical errors, as the physicians are more likely than the triage nurses to catch unusual, dangerous conditions.

Savvy health care professionals realize that the most daunting health-care problems require system solutions. For example, if there is a backlog of patients awaiting cancer surgery, increasing surgical capacity - facilities and staff - may alleviate the shortage; or it may simply shift the pressure to pathology staffs and labs. The best time to do pathology on suspected malignancies is in real time, during the surgery in which the neoplasm is removed, but that requires more pathology resources on call. Similarly, speeding patients through emergency departments can have little or no benefit if the patients referred for admission to the hospital then end up on gurneys in hallways, awaiting beds in appropriate care units. Expediting assignments to beds by relaxing the requirement that the receiving unit be experienced in the patient's ailment can lead to quality-of-care issues and hence to longer patient stays. There are many other examples of why it is essential to consider the whole system.

Perhaps the biggest challenge is getting O.R. people sufficiently familiar with health-care terminology and practice to contribute effectively. There is more to this than learning the health-care culture, although that is definitely necessary. The difference in knowledge bases and skill sets between O.R. analysts and the senior people in the client field is large in health care, as is the time-and-responsibility pressure on these prospective clients. These clients are strongly trained to be authoritative in their field, and to be skeptical of people from other professions suggesting alternative courses of action. They are also strongly trained to
specialize, while the problems with which O.R. can help most are system problems. Organized communication will be helpful - O.R. analysts presenting at medical meetings and writing for medical publications, and vice versa, for instance.

By the way, the Health Applications Section, one of the smallest sections 20 years ago, is now a society, with over 540 members. The subject is attracting a number of individuals, especially young people, with serious interest and skills - and still not enough of these people to meet the growing need. CPMS could make a constructive contribution by cooperating with the Health Applications Section in establishing collaborative opportunities with health-care professionals.

INFORMS Job Services for Practitioners

By Gary Bennett, INFORMS Director of Marketing and Member Services
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There may never have been a better time to be a professional in OR/MS/analytics. The demand for your skills is the highest in recent memory.

INFORMS has a long history of helping practitioners find rewarding positions. The touchstone of this assistance comes in the form of the INFORMS heavily used Job Placement Service (JPS).

Free for all INFORMS members to view job listings, JPS conveniently matches qualified candidates with prospective employers. While JPS lists many academic jobs, anywhere from 50 to 75 recently updated industry jobs are typically listed at any one time. Simply browse company names, position titles, and position descriptions; then contact the employers that seem right for you. For an added benefit, add your resume to the JPS database where employers may browse.

Of course JPS is best used in conjunction with our two popular in-person job fairs. It is true that the job fair at the INFORMS Annual Meeting caters mostly to students and academics. Nevertheless, many industry recruiters usually are present. It is well worth your time to participate in the job fair when attending the INFORMS Annual Meeting.

This year, for the first time, INFORMS sponsored a practitioners-only job fair at the spring analytics conference, formerly known as the practice conference. Called "Analytics Connect", this job fair attracted 27 industry recruiters who were purposely looking for seasoned industry talent. Feedback from both employers and candidates was overwhelmingly positive. Be sure to attend the 2012 Analytics Conference in beautiful
Huntington Beach, California, and plan to take advantage there of Analytics Connect, which we expect to grow in stature.

When JPS and the two job fairs are combined with OR/MS Today's employment classified advertisements, employers and job seekers enjoy the largest source of job listings and resumes in our field.

Formal job-listing databases are one thing, of course. But be sure to also take advantage of the hidden job market by joining the INFORMS communities of your choice (in addition to CPMS, of course!). Most communities (also known as subdivisions) feature listservs that members freely use to discuss general career opportunities and formal job announcements, usually before those opportunities and announcements are advertised anywhere else. And because most INFORMS subdivisions are either field-specific or application-specific, with them you stand a good chance of hearing about positions that really interest you.

Another lesser-known, INFORMS-sponsored career resource for practitioners is the Science of Better Practitioners Directory. Corporate recruiters and organizations seeking OR/MS/analytics consultants search this directory, by application-area or vertical-industry expertise, to find companies and individuals who can help them now. Consider adding yourself to this database through the O.R. Champions website.

OR/MS and Analytics Make News
Practitioners saw a stream of news from INFORMS, with announcements and applied research on the role of OR/MS and advanced analytics.

- A study in the INFORMS journal *Information Systems Research* (*ISR*) examined online privacy and e-commerce. The researchers conducted an experiment, which found that consumers are willing to pay more for products whose vendor sites offer enhanced online security. (Listen to the podcast with co-author Alessandro Acquisti.)
- A paper presented at INFORMS Healthcare 2011, also examining online behavior, pointed out shortcomings in consumer ratings of doctors on popular websites. (Hear an interview with the authors, including Ritu Agarwal, Editor-in-Chief of *ISR*.)
- INFORMS President Rina Schneur praised the Pentagon for a report that showed the short-term and long-term value of employing analytical tools in the struggle to battle counterinsurgency. (Listen to a podcast with USAF Maj. Gen. (Ret.) Richard O'Lear).

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 contributors are:

- Carnegie Mellon's Sridhar Tayur, who discusses a start-up aimed at flying transplant patients to the closest available location for surgery.
- The authors of an article in *Analytics Magazine* on sports law, who discuss ways that OR/MS is making an impact in the courtroom.
- Jonathan Caulkins, who explains his research for the War on Drugs.
- ComputerWorld's Thornton May, who gave a preview of a panel from the April INFORMS Analytics conference, and then returned to offer a recap.
- Wayne State's Kevin Cheist, who explained how he helps local governments respond to the need to reduce budgets while maintaining services.

Operations research and management science have been making lots of news since the ascendance of advanced analytics. Read more in the INFORMS Newsroom.

**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.

This newsletter is brought to you by the authors and by:

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