CPMS Plans New Initiatives

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

The CPMS governing council recently conducted a meeting devoted largely to planning. The idea was to base plans on the new vision-and-mission statement now posted on our CPMS website.

As has been true since the beginning, the mission of CPMS is to manage some activities, and support other activities, that advance the general practice of OR/MS.

This mission is especially appreciated, we hope, by full-time practitioners, part-time practitioners, and researchers with a particular interest in practice. Ultimately, however, as practice goes so goes the entire profession.

The current agenda of managed activities includes: the Edelman Award competition; the Wagner Prize; the Isolated Practitioner's workshop at the annual meeting; and a session cluster at the annual meeting.

Activities currently supported, by supplying volunteers and otherwise, include: Edelman Gala events at the spring practice conference, other aspects of the practice conference, science-of-better and public relations, continuing education, and Interfaces. Also, CPMS seeks to actively partner with the Roundtable and the INFORMS VP for practice activities.

What next? Council members felt that the time seems ripe to add one or more undertakings. CPMS might, for example, once again offer an activity offered in the past, such as the O.R. manager's workshop or the practitioner's workshop. Or else CPMS might pursue something different that surfaces through the in-progress analytics initiative organized by the INFORMS VP practice (see the Jack Levis article in this newsletter).

We are working to develop specific proposals and welcome your suggestions; please send suggestions to randy.robinson@mac.com.
We do want to give the analytics project some needed additional time to finish its preliminary stage so that we can learn how to contribute to implementation.

INFORMS and OR/MS Practice: What's Next?

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

In the last article, I mentioned that INFORMS employed Capgemini to study the burgeoning analytics profession. Part of the study was consolidation of research done previously by other groups. A second part involved conducting interviews with analytics professionals in many different organizations.

The study provided some valuable insights as well as sobering information regarding OR/MS practice. While INFORMS contemplates if and how to serve the analytics professional, we also must come to terms with how well we serve the OR/MS practice professional.

Less than 4% (estimated) of individuals who consider themselves operations research practitioners are INFORMS members? Why is that? They certainly know that OR/MS exists, and must value the field in order to call themselves an O.R. practitioner. Why then do they choose to not belong to INFORMS?

So, while we are figuring out how to serve analytics, we need to also look at the needs of current OR/MS professionals. While the content of the daily work between analytics and OR/MS may differ in some respects, basic needs are likely quite similar: networking, education, benchmarking, career guidance, etc.

At the end of July, we will present the results of the Capgemini study to the INFORMS board. We will discuss the needs expressed during the interviews and ideas for next steps. The next steps are not yet clear cut, so we are open to ideas on how to better serve both analytics and OR/MS practitioners.

In the next article, I will discuss final results of the study as well as the board reaction. In the mean time, if you have an idea for next steps, send me an email: JLevis@ups.com.

Edelman Award: Report on the 2010 Competition and Call for 2011 Entries
Recap for 2010: The 39th annual competition for the Franz Edelman Award was held at the INFORMS practice conference in Orlando, Florida on April 19, 2010. Six finalists from a wide range of industries, functions, and countries around the globe participated in the competition. Their presentations covered the following topics:

- Simulation models that saved around $230 million over a ten-year period at the Sasol Synfuels coal-to-liquids conversion facilities in South Africa,
- O.R. analyses and the politics that led to the implementation of optimization-based water-release policies by the Delaware River Basin Commission,
- O.R. models that increased the brand value of DHL by over a billion dollars in five years,
- Single-stage and multi-echelon inventory optimization techniques that reduced the investment in inventory at Procter & Gamble by $1.5 billion,
- Use of O.R. by INDEVAL, Mexico's Securities Depository and Settlement System, to decrease daily liquidity requirements by $130 billion,
- Development and deployment of O.R.-based tools at New Brunswick Department of Transportation to save over $70 million per year in maintaining 18,000 kilometers of roads.

Much effort went into organizing this competition. The judges, coaches, Edelman Award committee, Edelman Gala committee, and INFORMS staff all contributed to making the competition a success. The winner of the competition, the team representing INDEVAL, will reprise its talk in a keynote session at the 2010 INFORMS Annual Meeting in Austin, TX. Four of the other five finalists have also agreed to reprise their presentations at that meeting.

Plans for 2011: Work is underway for next year's Edelman competition. The call for abstracts will appear early in the fall and we will then set the calendar for the screening process to identify the six exceptional finalists. If you are interested in participating as part of the selection committee, please contact Steve Graves,
sgraves@mit.edu, chair for the 2011 competition. If you are interested in submitting an abstract, please be on the lookout for the announcement.

Schneider National - Princeton University Team Honored at Edelman Awards Ceremony

By C. Allen Butler, Chair, 2009 and 2010 Wagner Prize
allen.butler@va.wagner.com

The Daniel H. Wagner Prize for Excellence in Operations Research Practice is sponsored by CPMS, the Practice Section of INFORMS. The first place award of $1,000.00 is made possible by endowments from Metron Inc., Daniel H. Wagner Associates, Inc., and Applied Mathematics, Inc.

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 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.

The first place winners of the 2009 competition were Abraham George, Warren Powell, and Hugo Simão, Princeton University, and Jeff Day, Ted Gifford, and John Nienow, Schneider National, Inc. Their paper, Approximate Dynamic Programming Captures Fleet Operations for Schneider National, describes the development and implementation of a practical model that replicates the behavior of Schneider National's team of dispatchers. The winners were formally recognized at the 2010 Franz Edelman Awards ceremony during the spring practice conference in Orlando. A video (entitled "Wagner Prize winner") can be seen at http://meetings2.informs.org/Practice2010/wrapup.html.

A video of all finalist presentations can be seen by following the Video on Demand link at the Wagner Prize Website; a brief login
is required. A special issue of Interfaces will publish the winning paper, along with those of the other five finalists.

2010 Wagner Prize Competition
The 2010 Daniel H. Wagner Prize for Excellence in Operations Research Practice competition will be held at the 2010 INFORMS Annual Meeting in Austin, Texas. Oral presentations by the finalists will be given on Monday, November 8th. These talks are typically of very high quality and should be of interest to the CPMS community. The winner will be announced at a Tuesday morning session and will give a reprise of their winning presentation. I encourage everyone to attend.

Jeppesen Wins the INFORMS Prize

By Jeffrey Camm, Chair, 2010 INFORMS Prize Committee
cammjd@ucmail.uc.edu

The INFORMS Prize is given annually for effective and sustained integration of operations research into organizational decision-making. The award is given to an organization that has repeatedly applied the principles of O.R. in pioneering, varied, novel, and lasting ways.

During the Edelman Award gala on the evening of April 19, 2010 at the INFORMS Conference on O.R. Practice held in Orlando, Florida, the 2010 INFORMS Prize was awarded to Jeppesen, A Boeing Company. The award was accepted by Mark Van Tine, President and CEO of Jeppesen along with Marilyn Aragon, Vice President of Quality and Business Operation Services and Stefan Karish, Director, Operations Research and Optimization.

Since 1997, Jeppesen has consistently used a variety of O.R. techniques to improve its operations and to support decision-making related to resource utilization, inventory optimization, capital investments, market strategy, product development, and pricing. By awarding the 2010 INFORMS Prize to Jeppesen, the OR/MS community recognizes the world-class capabilities and
contributions of the Jeppesen operations research department.

"Jeppesen uses O.R. to address both the strategic and tactical problems we encounter on a continual basis," said Mark Van Tine. "INFORMS has bestowed a significant honor upon us. It independently confirms the impact O.R. has at Jeppesen, while highlighting our commitment to leveraging O.R. for the benefit of our customers and the success of our company. We simply could not do much of the highly sophisticated work we do without this fundamental capability."

My thanks go out to the 2010 INFORMS Prize committee members: Ranganath Nugehalli (United Parcel Service), Michael Gorman (University of Dayton), Erica Klampfl (Ford Motor Company), Thomas Olavson (Hewlett-Packard), Eleni Pratsini (IBM Research, Zurich), Karen Smilowitz (Northwestern University), and Sean Willems (Boston University).

Congratulations to Jeppesen!

Practice Conference Introduces New Features

By Terry Cryan, INFORMS Director of Meetings
terry.cryan@informs.org

The INFORMS Conference on Practice is well-known as an incubator for new ideas; the 2010 meeting, held April 18-20 in Orlando, was no exception. The conference committee, led by Bill Klimack of Kromite, Inc., introduced several new features to the meeting, including an Executive Forum, a high-level panel discussion on supply chain management, and two well-attended poster sessions.

The Executive Forum, organized by Zahir Balaporia of Schneider National and Jack Levis of UPS, was designed to provide mid- and senior-level executives with a bottom-line understanding of how O.R. is being used to drive better business decisions. The program attracted more than 40 executives for a special networking event hosted by the INFORMS board, plus a customized introduction to O.R. and guidance through the conference.

The featured panel discussion offered a "view from the executive suite" on challenges in supply chain management, with four top executives sharing the issues that keep them up at
night, the trends they see on the horizon, and their expectations for the role of analytics at their companies. Chip White, professor at Georgia Tech, moderated a spirited discussion among executives from Merck, UPS, Schneider National, and CHEP. The panel was organized jointly by INFORMS and the Industry Studies Association, with funding from the Sloan Foundation.

For the first time, attendees interested in presenting their work at the practice conference could submit a poster presentation (since 2004, attendees have been invited to submit regular 50-minute talks through the "Select Presentations"). Organized by Erica Klampfl from Ford Research and Diego Klabjan from Northwestern University, the new poster option was a major success, with 50 posters displayed during two sessions. The presentations covered a broad range of industries and organizations, dealing with a wide range of problems and solutions.

These three new features were added to a conference program already known for its high-quality talks, structured networking opportunities, innovative programs for young professionals and graduate students, and the showcase of excellence in applied O.R. - the Edelman competition and gala award ceremony. This year, just over 460 professionals from both industry and academia attended the meeting to take advantage of the conference’s unparalleled focus on real-world operations research.

Edelman Gala Celebrates OR/MS Successes

By Russ Labe, Chair, Edelman Gala Committee and Vice Chair, CPMS
russ.labe@bankofamerica.com

On Monday evening April 19 INFORMS held its annual Edelman Gala celebration at the spring practice conference in Orlando, Florida. Earlier that day, the six finalists in the 2010 Edelman competition presented their work to the judges. This year’s finalists included examples of outstanding OR/MS applications at the Delaware River Basin Commission, Deutsche Post DHL, Indeval, Sasol, New Brunswick Canada Department of Transportation, and Procter & Gamble.

The celebration began with a dinner served at 7:30pm in the grand ballroom of the
Hilton Orlando at Bonnet Creek. The master of ceremonies was Tom Cook, former president of INFORMS and the founder and president of Sabre Decision Technologies. Tom was a particularly appropriate MC for the festivities because of his long association with INFORMS, the Edelman competition, and the practice conference.

The 2009 Wagner Prize was the first award to be recognized at the gala. Allen Butler, president of Daniel H. Wagner Associates and chair of the prize committee, announced that the winners were Abraham George, Warren Powell, and Hugo Simão, of Princeton University, and Jeff Day, Ted Gifford, and John Nienow, of Schneider National, Inc. for their paper, "Approximate Dynamic Programming Captures Fleet Operations for Schneider National".

The 2010 INFORMS Prize was the next award to be presented. Jeffrey Camm, head of the Department of Quantitative Analysis and Operations Management at the University of Cincinnati College of Business, and chair of the prize committee, announced that this year’s winner was Jeppesen, a Boeing Company. Receiving the award was Mark Van Tine, CEO of Jeppesen.

Edelman Academy members (organizations that have been Edelman finalists) were also recognized and honored. In attendance were representatives from more than 30 Academy organizations. In addition, the organizations from the 2010 Edelman competition were inducted into the Academy.

The culmination of the evening was the announcement of this year's Edelman Award first-place winner. The audience eagerly waited as Srinivas Bollapragada, chair of the prize committee, approached the dais with the judges' decision in hand. Susan Albin, president of INFORMS, announced Indeval to be the winner. But in truth, all the finalists, INFORMS, and the profession were the winners of this great event and the OR/MS work it represents. If you could not attend this year, we hope to see you in 2011.

Practice Track at the Upcoming Austin
Annual Meeting

By Srinivas Bollapragada, Chair, 2010 Practice Track
bollapragada@research.ge.com

 Speakers from industry and academia are scheduled to give talks on a number of topics of interest to practitioners throughout the O.R. Practice Cluster at the INFORMS Annual Meeting in Austin, Texas in November 2010. Their talks will cover subjects that include applications in transportation, forecasting, production and supply chain management, options, and O.R. in the energy and chemical industries. In addition, finalists from the 2010 Edelman Award competition are scheduled to reprise their presentations.

The Practice Cluster at the Austin meeting consists of the following eight sessions:

1. **Consulting in OR/MS - The Challenges**: Jack Theurer from Theurer Associates Inc. will lead a panel discussion on the challenges facing consultants in the OR/MS arena.

2. **OR/MS in Practice: Transportation Applications**: Ranga Nuggehalli from UPS will chair this session, with presentations on practical transportation problems from Conway Freight and UPS.

3. **Operation Research in the Chemical Industry**: Jee Park from Dow Chemical Company organized this session, with talks from Dow Chemical, Paragon Decision Technology, and Optimal Solutions Inc.

4. **Inventory and Pricing Applications in Supply Chains**: Speakers from IBM, Intel, MIT, Columbia, Purdue, and North Carolina State universities will present in this session chaired by Makus Ettl from IBM T.J. Watson Research Center.

5. **The Role of Forecasting in Optimization**: This session, chaired by Brian Lewis from Vanguard Software, will consist of talks from Vanguard Software, Conway Freight, and Applied Quantitative Sciences Inc.

6. **Non-financial Applications of Options: "The Business of Making Risky Decisions"**: Scott Matthews from Boeing organized this session with speakers from Boeing, Wharton School, and University of Illinois at Urbana-Champaign.

7. **Optimization Applications in Energy and Power Industries**: Bex Thomas will chair this session where speakers from General Electric will present talks on O.R. applications in connection with Smart Grid and solar technology.

8. **Edelman Finalist Presentations**: The 2010 Edelman Award finalist teams representing Sasol, DHL, Delaware River Basin Commission, and Proctor & Gamble will give their Edelman presentations in two separate sessions that are chaired by Mike Gorman from the University of Dayton.
and Graham Rand from Lancaster University. In addition the winner of the competition, the team from INDEVAL, will reprise its presentation in a keynote session.

Inform and Stay Informed - Visit the CPMS Group on LinkedIn

By Clinton Brownley, Member, CPMS Council

cbrownley@gmail.com

Welcome back to another report about the CPMS Group on LinkedIn. The size of our LinkedIn group continues to grow - we now have over 260 members. With the growth in number of our participants has come an increased use of LinkedIn to share information about conferences, webinars, and professional opportunities.

For example, Mary Leszczynski recently announced that the 2010 Edelman Competition presentations are now available online at the INFORMS Video Learning Center at http://livewebcast.net/INFORMS_Video_Learning_Center. She also mentioned that videos from the Edelman Award Gala are available at http://www.scienceofbetter.org/Edelman/index.htm. I encourage you to click on these links and watch a few of the video clips because they provide interesting information about the successful projects of teams that have been involved in the Edelman Award competition.

Another valuable discussion post comes from Louis Duclos-Gosselin, who encourages interested individuals to participate in the 2010 INFORMS Data Mining Contest: http://kaggle.com/informs2010. The contest is an effort to stimulate the development of methods for better predicting short-term stock price movements. Contestants are required to develop a model that predicts stock price movements at five minute intervals. For more information about the contest, please click on the link shown above for the associated website...and be sure to do so soon because the submission deadline is October 10th.

Also, the INFORMS Continuing Education Committee is still working on the content and structure of potential continuing education courses, and working with educational organizations to collect information about relevant continuing education courses. If you know of any schools, institutions, or individuals that provide appropriate continuing education courses, please encourage them to submit their information to our database so their courses become accessible to our members.
Remember, the CPMS Group on LinkedIn is your online space to inform and to stay informed about the goings-on within our profession. If you have any questions, comments, or suggestions regarding discussion posts, webinars, or professional opportunities, please post your remarks to our CPMS Group on LinkedIn so everyone can benefit from your involvement. With your continuing contributions, our LinkedIn Group will continue to serve as a vibrant environment for CPMS members.

Edelman Finalists Accumulate Impressive Beneficial Impact

By Jeffrey M. Alden, Member, Edelman Gala Committee
jeff.alden@gm.com

Beginning in 1974, the Edelman finalists were asked to publish their project accomplishments in the INFORMS journal Interfaces. From these articles (about 230), the cumulative monetary impact was conservatively estimated to exceed $160 billion in 2010 U.S. dollars. This estimate followed the following guidelines:

- Be objective and conservative, yet make a serious attempt to estimate cost savings and increased revenues when not explicitly stated.
- Use all past reported savings and, to be conservative, include at most two more years of anticipated impact.
- Ignore insignificant costs like those for development and implementation.
- Include only one year of an enormous impact to downplay the huge leverage of organizational size and budget. (Can be billions for military, utility, energy, and government projects.)
- Ignore relative-impact analysis even though, for example, doubling company revenues to $10 million for one company may be far more impressive than saving $100 million for another company.

Those guidelines are definitely conservative and do not include many important yet difficult-to-quantify benefits. Examples of the latter include legal dispute resolution, cancer treatments, airline security, hazardous material deposition, budget allocations, risk taking in decision making, organizational structure, on-time railway performance, and space shuttle heat shielding. How do you place a dollar value on such improvements? It's not impossible, but definitely challenging! Furthermore, almost all finalist papers report non-monetary benefits and frequently tout them as most important and long lasting by establishing, for example, ongoing practices and organizational changes that improve health, safety, cooperation, decision making, and job satisfaction. Clearly, the reported monetary benefits underestimate the full impact of the Edelman finalist projects.
Another important indication of O.R.'s influence is the impressive breath of applications. The Edelman finalists represent about 100 different application areas including: air traffic, banking, broadcasting, canal operations, consumer products, defense (air force, army), education, financial (pension, investment, credit card), fire protection, forestry, health care (hospital, pharmaceutical, diagnosis, elderly), hotel management, energy production and distribution (gas, hydroelectric, oil, nuclear), land use, manufacturing (electronics, food, paper, seeds, tires, vehicles, wood), marketing, printing, sanitation, security (airport, police), transportation (airline, highway, railway, space), treasure hunting, waste management, water (resources, quality), and weapons dismantlement. There's many more ... the list goes on and on!

Finally, the OR impact reported here is just the "tip of the iceberg" because the Edelman competition only captures those O.R. professionals choosing to compete! Just think, the entire set of Edelman finalist authors (over 800) represent less than 10% of the current INFORMS membership. Undoubtedly, there is a vast number of OR projects with significant impact that did not compete due to confidentiality, lack of an internal advocate to compete (e.g., no one thought of it, too much effort, lack of management support, and little project documentation), or the team was simply unaware of the competition.

The impact is immense. The O.R. professional has unquestionable reason to be proud of their profession that can boast "billions and billions" of value from operations research!

User Feedback Through Social Networking

By R. John Milne, Past INFORMS Vice President, Practice Activities
jmilne@us.ibm.com

Many of us use social-networking websites to keep in touch with friends and maintain awareness of news. As operations research
professionals who often imbed our work in I.T. applications, we should think about how we can best use social networking to improve the experiences of our clients.

Our department at IBM has an online social community containing forums, blogs, and wikis. Our users can post problems and questions which can be answered by any developer or by another user. This cuts down on e-mail overload and can result in quicker responsiveness since all members of a community can see postings instead of only those receiving an email.

Users can search for previously solved problems and solutions. Many questions begin, "How do I....?" Over time, site moderators edit or delete discussion that is poorly worded or unhelpful.

Technical lectures are posted and we can see how many times these have been downloaded.

Software such as IBM Lotus Connections makes it easier than you might think to set up social networking sites to supplement your business applications.

**Marketing Department Has Your Back (Hey, We're Practitioners Too!)

By Gary Bennett, INFORMS Director of Marketing
gary.bennett@informs.org

*Analytics* Magazine Rolls On:

By now I'm sure you've seen the [July/August issue of Analytics magazine](https://ui.constantcontact.com/visualeditor/visual_editor_preview.jsp?age...) featuring a "Focus on Forecasting." When we surveyed *Analytics*' readership earlier this year, readers told us they wanted to see more coverage of six key topics: decision analysis, business intelligence, forecasting, data mining, risk analysis, and simulation. We took this to heart and started down the road of producing a series of "focus on" issues leading off with the art and science of forecasting. In the special forecasting issue, Andy Boyd talks about the myriad barriers that forecasters encounter in a corporate setting and how to overcome them in order to achieve forecasting's full potential. Michael Gilliland and Udo Sglavo list the "worst practices in business forecasting," and Jack Yurkiewicz helps to answer maybe the toughest question a forecaster can face: with so many forecasting software packages to choose from, which one is right for me?

We know from a recent survey that readers seem very satisfied with *Analytics*. Nearly 83 percent of respondents rate *Analytics* as a seven or higher on a 10-point satisfaction scale. Readers show this extreme satisfaction by spending incredible amounts of
time (for a digital magazine) viewing Analytics. More than 55 percent say they spend at least 30 minutes with the magazine, and 22 percent say they spend at least an hour! Readers also provided several insightful reasons for why they study Analytics. Seventy-five percent read it to gain broad exposure to analytics topics, 66 percent to learn about analytics as a field, and 64 percent to keep up with breaking analytics news. The respondents also rated highly the quality, value, and timeliness of the content. Eighty-three percent of respondents said they would recommend Analytics to colleagues, supervisors, or students. For more information on the Analytics readership survey, write to me. I would be happy to provide the data.

Please remember that Analytics is your outreach magazine; we'd like you to take full advantage of it. Use Analytics to promote the profession to colleagues, supervisors, students, and especially C-level executives. Most issues of Analytics feature two columns of particular interest to executives - Profit Center, which focuses on how to make analytics projects work for organizations so as to impact the bottom line, and Executive Edge, written by executives for executives on the strategic application of analytics in organizations. Post a link to Analytics on your personal, departmental, or organizational website, consider submitting a non-technical story idea to the editor, or take out an ad. Seventy-seven percent of readers say they read the ads in Analytics; over half click through to find more information. All these activities will help make Analytics as successful as it can be.

And maybe the best news of all - Analytics is well positioned to play a key role as INFORMS attempts to better serve the overall analytics marketplace.

Other Cool Endeavors:

We've placed all six 2010 Edelman Award presentations on the INFORMS Video Learning Center. There, they join five 2009 Wagner Prize presentations to provide easy access to the very best examples of excellence in OR/MS and analytics practice. (A short log in is required.) Since we're not doing DVDs any more in favor of streaming video, we are now able to make the videos available three months earlier than usual. And this year we retained a professional multimedia solutions company to capture the presentations instead of the Practice Conference AV provider. Now the presentations are clearer and sharper than ever before, and the presentation slides and videos of the speakers are viewable at the same time and in perfect synch, just as they happened live.

The latest CPMS member benefits ad will run in heavy rotation in the coming months in both ORMS Today and Analytics. And why not? CPMS features solid benefits that other practitioners need to know about. Benefits span everything that INFORMS does: awards, journals, meetings, online networking, DVDs, videos, podcasts (courtesy of Barry List), continuing education
database, volunteer opportunities, and, of course, this fine twice-
per-year newsletter.

Recently, at the 2010 practice conference, all attendees who did
not have a membership in CPMS were provided with a free,
half-year membership. Thus, about 390 new members have been
added to the CPMS roles. Marketing looks forward to assisting
CPMS in reaching out to these new members to help them
engage, take advantage of benefits, and ultimately contribute to
the profession.

Finally, don't forget to list yourself in the INFORMS Professional
Database. This database, housed on the Science of Better
website, allows potential clients of OR/MS and analytics projects
and consultation to find you and the expertise you offer. Staff
members at INFORMS have recently improved the sorting and
searching functions of the database.

Hear Expert Practitioners On INFORMS
Podcasts

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

INFORMS continues to provide an opportunity
for members, as well as their executives and
clients, not only to read about the value of
analytics and O.R. but also to hear people in our
field explain how they put our tools into action.
The INFORMS podcast series at Science of Better
features the distinctive voices of O.R. practitioners explaining to decision
makers what analytics can do for them. Among those who
recently shared their work and advice are:

- Revenue management expert Andy Boyd on airline pricing.
- Wharton's Mary Benner on securities analysts who discourage innovation.
- The Naval Postgraduate School's Dave Alderson on protecting America's infrastructure from attack.
- Columbia University's Peter Kolesar, reprising his Edelman work on New York's reservoir system.
- Eva K. Lee of Georgia Tech on using O.R. to fight cancer.
- Veritec Solutions' Warren Lieberman on new, more predictive consumer forecasting.
- Innovation guru Michael Schrage of MIT's Sloan School on experimenting at the workplace.
- INFORMS and MIT veteran Arnie Barnett asking 'how safe are our airports?'
Make sure to point your colleagues and executives to www.scienceofbetter.org to hear these first-hand explanations of ways that operations researchers improve processes and profits. And if you're working on an exciting project that you'd like to share with the world, drop me a note at barry.list@informs.org. You may find yourself reaching a new and attentive online audience.

Note From the Newsletter Editor

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

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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