



ACADEMY OF MANAGEMENT

# Perspectives

THE NEWSLETTER FOR THE OPERATIONS MANAGEMENT DIVISION

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## INSIDE THIS ISSUE

Message from Hale Kaynak, Division Chair	1
<b>REPORTS, NEWS, &amp; ACHIEVEMENTS</b>	
Message from Program Chair 2008	1
Message from Program Chair 2007	1
<b>ANNOUNCEMENTS &amp; UPCOMING EVENTS</b>	
Distinguished Scholar Award Winner	9
<b>MISCELLANEOUS</b>	
Journal of Innovative Education – General Call	8
Interesting Journal Information	9
OM Division Officers	10
Sponsors Recognized	11

Doing Well by Doing Good



ACADEMY OF MANAGEMENT

Philadelphia, Pennsylvania  
August 3-8, 2007

## From our 2008 Division Chair



The Operations Management Division's meeting in the City of Brotherly Love in August was another great one. Diane Parente (Program Chair), Elliot Bendoly (PDW Chair) and Tom Gattiker (Doctoral Consortium Chair), all of whom worked very hard throughout the year to organize a variety of compelling sessions and the Doctoral Consortium, deserve big kudos. ...continued on page 2

## From our 2008 Program Chair

January 15<sup>th</sup> is the deadline for scholarly submissions to the main program. The theme for 2008 is "The Questions We Ask" – a call asking people to critically examine the value and appropriateness of the questions and assumptions common to our disciplines (more details at [om.aomonline.org](http://om.aomonline.org)) ...  
....continued on page 3



## From our 2007 Program Chair



Another whew! We made it through Philadelphia! First, I would like to thank everyone who was involved with the Philadelphia OM Conference. Everyone did their part and, as usual, we had excellent support from Jimmy Le and Angelo DeNisi to bring things off without a hitch....continued on page 4

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## Division Chair's Message *from page 1*

They are especially deserving of thanks and praise for their efforts to secure the sponsors for our coffee breaks, breakfast, luncheon, reception, and other social activities. And let us not forget the authors because an exciting program is impossible without them and the reviewers who work to bring the best of what the authors have to offer to you. Most important, I am grateful to the attendees who passionately participated in the discussions.

As you may know, earlier this year the Academy reviewed the OM Division's activities from 2002 through 2007. Keong Leong, 2007 Division Chair, put in long hours and a great deal of effort to prepare a report that effectively highlighted the efforts of the many people who worked diligently and successfully to improve our Division. The efforts of Keong and those working to make our Division the best it can be paid off: the Division and Interest Group Relations (DIGR) Committee, which commended the division on the quality of its report, recommended that the Operations Management Division be renewed for another five years. Copies of the feedback on the OM's report and the report itself are posted at <http://om.aonline.org/archives.php>.

I encourage you to look them over and let us know if you have any more ways we can improve our Division.

As we mentioned in a division-wide e-mail, we recently set up an OM list serve for the OM Division to increase communication among OM members. Through this list serve, members not only can share information with other OM members by posting messages about meetings, job openings at their institutions, and calls for papers, they can also engage in discussions pertaining to the OM field. Mile Terziovski of the University of Melbourne has graciously agreed to serve as the List Serve Manager. At the time this article was written, the list serve had 69 subscribers. If

you have not subscribed yet, the instructions to get on the list are posted on the OM Division web site <http://om.aonline.org/archives.php>. I hope this new service stimulates a new and exciting level of communication among us.

Each year, one of the three at-large members of the OM Scholar Award Committee is replaced, but this year we had to replace two members because Kate Blackmon, who was appointed as one of the at large members last year, now serves as the 2008 PDW chair. Eitan Naveh, Technion – Israel Institute of Technology, was appointed to serve on the committee for a regular three-year term and Lawrence Corbett, Victoria University of Wellington, was appointed to serve the remaining two years of Kate Blackmon's term. We welcome Mile Terziovski, Eitan Naveh and Lawrence Corbett to our leadership team and sincerely thank them for their commitment to the OM Division.

Taking into account one of the DIGR Committee's recommendations at the Board meeting this year, we decided to make our division's award processes and procedures more transparent. With the help of the Executive Committee, I am not only documenting our Division's award processes and criteria but also developing responsibilities and procedures for appointed positions. When these documents become available, we will post them on our Division's web site. These procedures and processes will ensure that a Division that is growing steadily will operate more smoothly and effectively so that growth does not create problems.

Division membership hovers around 660, according to a recent count, with about 34% being international members. It would be nice to pass the number 700 this year, so please continue promoting the OM Division among your friends and colleagues. The Division has been offering an increasing number of interdisciplinary PDW and regular sessions at the annual meetings, so it has something to interest everyone, even those whose primary research field is not OM.

The OM Division would not be where it is today without members who support it by submitting and presenting their work at the annual meetings, who review submissions, who serve as discussants and session chairs, who participate enthusiastically in the Division's activities at the meetings, and who volunteer to serve as elected or appointed officers. I am deeply grateful to everyone for their contributions to the Division's growth and their efforts to make the Division the best it can be. I am looking forward to serving you as your Division Chair, and I am especially interested in hearing about any questions you might have or ways we might improve the Division or its service. I hope to see you all at our next meeting at Anaheim in the Golden State!

*Hale Kaynak*  
*University of Texas – Pan American*  
*hkaynak@utpa.edu*

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## **2008 Program Chair's Message...from page 1**

As a theme, "The Questions We Ask" attempts to place a focus on the contribution of research to practice, pedagogy and the general expansion of academic understanding. The OM Division has long held a tradition of pushing the envelope on thought, often hosting work that draws on a wide assembly of research theories from other fields and typically displaying a keen interest in true practice. This has set the presentations of our Division apart from many of the more traditional conferences settings that host talks on OM research. Let's strive to continue this tradition of excellence.

From an administrative standpoint, it is worth noting that our Division is awarded a specific number of sessions at the conference based on submissions received. Having said that, I'd like to encourage everyone to submit something to the 2008 meeting, and for those of you who have multiple works in process I'd like you to consider

submitting several of these, with the two criteria applying: (1) Each paper can only be submitted to a single division (the OM Division ideally), (2) Any individual author can not be named as co-author on more than three papers (any paper beyond a third will result in a contacting of the author in question and a follow-up decision to drop a chosen submission to resolve the issue). Please think about these rules as you plan with your co-authors for the **January 15<sup>th</sup>** deadline.

By annual tradition, the **Chan K. Hahn Distinguished Paper** award will be given for the best competitive paper and an award for the **Best Student Paper** will be presented. In the latter case, please note that the paper must be clearly identified as a student paper at the time of submission. To encourage excellence in the content of the program, the Division will also provide an opportunity to recognize our reviewers; The best reviewer awards (of which there may be several in 2008) has traditionally served as a nice opportunity to highlight the service of our members in this regard. Aside from our reliance on quality reviews, we also depend heavily on participants willing to serve as session chairs and volunteers in various capacities. Please contact me directly regarding any interest you have along these lines.

The URL for submissions and reviewing is <http://meeting.aomonline.org/2008/>. Please read the guidelines carefully and completely, and make sure to designate yourself as a potential reviewer along with any submissions submitted. You may contact Jimmy Lee at [jle@pace.edu](mailto:jle@pace.edu) with questions or problems with your submission. To avoid problems with the Academy's servers, please complete all electronic submissions several days before the **January 15<sup>th</sup>** deadline. You may contact me with questions about appropriateness to the Division.

Looking forward to seeing all of you in the OC in 08 ! **om.aomonline.org**

*Elliot Bendoly*  
*Emory University*

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## 2007 Program Chair's Message,

*continued from page 1*

I reported all of the “numbers” in my pre-Atlanta report so we won't go through that now. However, allow me to remind everyone that the program consisted of nine paper sessions and 34 papers. We also had two symposia, 12 visual papers, and 12 interactive contributions. It was a fine show!

### **Winners!**

The Chan Hahn Best Paper Award was for the paper: *Impact of Power and Relationship Commitment on Manufacturer-Customer Integration in a Supply Chain* by Xiande Zhao, Baofeng Huo, Jeff Hoi Yan Yeung, and Barbara Flynn. The first three authors are from the Chinese University of Hong Kong while Barb Flynn is from Indiana University.



The runners up are listed below:

*Antecedents of Customers' Behavioral Intentions in Net Enabled Organizations: Panel Data Analysis*, Setia, Pankaj, Ken Boyer, Roger Calantone, and Clay Voorhees – Michigan State University

*Evolution of Inductive Case Studies in Operations Management: Where are we now?*, Mark Barratt, Thomas Y. Choi, and Mei Li – Arizona State University

*A Revised and Extended Theory of the Focused Factory* – Mikko Ketokivi and Frabrizio Salvador – Helsinki University of Technology & Instituto de Empresa Business School

The Best Student Paper was by Anant Ravindra Deshpande of the University of Texas Pan American for *Supply Chain Dimensions, Performance and Organizational Performance: An Integrated Framework*.

The Best Reviewers were Kathryn Lee Blackmon of Oxford, Gopesh Anand of the University of Illinois at Urbana-Champaign, Amit Kakkad of the London Business School, and Antony Paulraj of the University of North Florida. Thanks for a job well done!



Last but not least, a highlight of the conference is always the Journal of Operations Management Best Paper Award. The suspense was high and the papers were outstanding. Congratulations to Susan Powell Mantel (Indiana University), Mohan Tatikonda (Indiana University) and Ying Liao (University of Toledo) for their paper, *A Behavioral Study of Supply Manager Decision-Making: Factors Influencing Make Versus Buy Evaluation*.





The two runners up were also outstanding papers and we commend them for their papers. David M. Dilts and Ken Pence, both of Vanderbilt presented their paper, *Impact of Role in the Decision to Fail: An Exploratory Study of Terminated Projects*. Also, Karen Papke-Shields of Salisbury University presented the paper, *Evolution in the Strategic Manufacturing Planning Process of Organizations*. Her co-authors were Manoj K. Malhotra of the University of South Carolina and Varun Grover of Clemson.

### **Sponsorship!**

With respect to sponsorship of the OM Division, we raised \$8200 to help to support the efforts of the Division. The Academy allocation of funds is based on membership so it is critical for us to keep increasing membership. We were able to support the coffee breaks, reception, and the doctoral consortium well this year – even though the cost of the food and drink seems to continue to rise each year. There is a separate graphic that recognizes the sponsors. There were four levels of support: Platinum \$1000; Gold \$500; Silver \$300; Bronze \$100. The University of Manchester specifically sponsored a coffee break around the time of their presentation and Emory specifically supported the Doctoral Consortium luncheon.



**Doctoral Students enjoying the Reception**

Hopefully, I didn't forget any specific sponsorships ☺.

We created a sponsorship board that was displayed throughout the conference in our OM main meeting room. The Black School at Penn State Erie donated the time and materials for make the graphic.

### **Volunteerism!**

In conclusion, I am honored to have served the Division as Program Chair for 2007. It is both a learning and a humbling experience. There is much to do in little time. I/we could not have done it without the support of Keong, Hale, and Rebecca as well as all of the volunteers in the OM Division.

I hope that you each feel that the program was a success and that you will consider the following four things in the future:

1. Support the Division growth through recruiting of new members!
2. Support the Division through continued volunteerism!
3. Support the Division by submitting your work and attending the Academy! and
4. Support the Division by helping with the sponsorship for future meetings!

I am looking forward to seeing everyone back from last year and many more in Anaheim.

Happy holidays!

*Diane H. Parente*  
*Penn State Erie*  
*Black School of Business*  
[Dhp3@psu.edu](mailto:Dhp3@psu.edu)

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made attending the sessions a pleasure, and I'm sure contributed to the positive take-away.

*Elliot Bendoly*  
*Emory University*  
*Goizueta School of Business*  
*Elliot\_bendoly@bus.emory.edu*

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## **From the PDW Chair (2007)**

This year's PDW experience in Philadelphia was exceptional and continued a long tradition of valuable programming. I don't want to spend time reiterating what has already been said about the program here or in past newsletters, but I would like to acknowledge the scope of the 2007 experience. Thanks to the enthusiasm and coordination of divisions such as BPS, Critical Management, Research Methods, Health Care Management, ONE, PNP and SIM, we were able to co-sponsor 21 sessions, 12 of which we took the lead on. These sessions ranged from pedagogical (e.g. "Teaching Project Management with People in Mind) to research methods oriented (e.g. "Micro Methods for Macro Problems: Using Experiments to Advance Theory in Strategy and Tech. Mgmt") to highly thematic topics that are likely to have provided a lasting impression of the general orientation of the meeting and open-minded nature of our cohort (e.g. "Integrating Operations and Ethics"). We also had some highly thematically oriented off-sites that I'm glad a number of people had the time to take advantage of.

Of course a discussion of the general success of the PDW could not exclude a reiteration of the grand success of the doctoral consortium, headed by Tom Gattiker this year. I want to personally thank Tom for all of his efforts – as in past years the consortium brought highly respected scholars together with an energized group of doctoral students in a forum within which advice and innovation could be openly discussed. I'm sure that the students will carry with them a very positive memory of the experience, and I look forward to their involvement in the division in the future.

Lastly, as always, I would like to thank our sponsors without which the experience could not have been the same. In particular funding for the doctoral consortium events and coffee breaks

## **Division Business Meeting Minutes**

Monday, August 6, 2007, Philadelphia, PA

Keong Leong, Division Chair, began the meeting with an update on the membership and financial status of the division. Membership, as of July 31, 2007, is 691, which is up from 610 since 2006, and from 405 in 2002. The breakdown of members includes 416 academics, 11 emeritas, 68 executive/ practitioner, and 196 students. He noted that the division has done a good job increasing student members. 458 (66%) of members are from the U.S., while 233 (34%) are international members. The international membership is just below the 36% of international members in the entire Academy of Management. For the 2008 fiscal year, the division allocation from AOM is \$6967 based on a membership of 663 on July 1, 2007. Overall the division is in good shape because of sponsorships. He took a moment to thank this year's sponsors. [Bowling Green, Chapman, Clemson, Emory, IJOPM and Emerald Group Publishing, JOM and Michigan State, Manchester Business School, McGraw-Hill, University of Oxford, Penn State - Erie, Penn State – Great Valley, University of Texas Pan-American, UNLV, Wharton]

Keong shared selected comments from the 5-year report committee, stating that the report only says good things about the division, including that the division has made substantial progress, and if we continue to draw good people our division will continue to improve. Barb Flynn recognized Keong for his efforts in putting together the report, which is a hard task to do, and that to get such good comments from the AOM is great.

Keong concluded his remarks by providing a few of the strengths, challenges and recommendations from the report. [Strengths: 1) Technology savvy division with good communication with members; 2) Successful membership recruitment, including an increase in student members, number of joint PDWs, and international and overall member levels. Challenges: 1) size -even though membership increased, still small division (21st or 22<sup>nd</sup> in terms of size among 25 divisions in AOM) - if have poor leadership one year, this could hurt the division; 2) different pulls on OM member participation - i.e. other organizations and conferences. Recommendations: 1) bring in more AOM academics involved in logistics and supply chain management; 2) could join up with MED with teaching sessions for joint symposia; 3) have a winter meeting for financial review of the divisions and make nominations for new officers, etc.; 4) make a list of presentations made at AOM meeting and where they eventually are published (Ken Boyer commented that he believes that 80% of papers presented at the meeting get published somewhere); 5) clarify policies, procedures and process for the division awards to make the process transparent; 6) continue to promote strong scholarship dimension of the division]

Kate Blackmon, 2008 PDW Chair, asked people to start thinking about innovative ideas for next year's PDW sessions. Deadline for submissions is November 15, 2007.

Tom Gattiker, 2007 Doctoral Consortium Chair, reported that this year's consortium had 15 student participants, along with 15 faculty members. The format of the consortium remained the same as in past years. There were four break-out groups, with 4 or 5 students per group. Each student presented their research and an assigned faculty member provided recommendations on the work. Keong said that he mentioned the format of the consortium to the AOM leadership forum, and said that the OB Division was excited about the concept.

Elliot Bendoly, 2007 PDW Chair and 2008 Program Chair, reported that there were 21 PDW

sessions this year, with many members of other divisions in attendance. There were also 2 offsite sessions - one at the Constitution Center and the other a volunteer service opportunity with Philly Cares maintaining trails on land previously owned by Wharton. He asked if anyone would be interested in doing an off-site service activity at future meetings. The consensus was that the timing is difficult due to conflicting sessions and meetings. As next year's program chair, he reported that the 2008 conference will be held in Anaheim, CA, and that he is networking with corporations to get speakers for the program. Deadline for submissions is in early January. Keong asked that people volunteer to review submissions.

Diane Parente, 2007 Program Chair, thanked all reviewers, and reported that there were 80 submissions, resulting in the presentation of 38 papers, 12 interactive papers, 12 visual papers, and 2 symposia this year. She would like to see an increase in symposia submissions. There were 167 different authors on the submissions, representing 23 countries. 56% of the authors were from outside the U.S. She noted that \$8200 was raised in sponsorships for the meeting. These sponsors were recognized on a board displayed throughout the conference. As division chair elect she will assist in next year's fundraising activities.

Hale Kaynak, 2007 Division Chair-elect, reemphasized the deadline for PDW and paper/symposia submissions, encouraging all to submit their work. She plans to set up a list-serv for OM Division members, and will send an email providing information for members to elect to participate on the list-serv. Keong stated that only mass emails related to AOM activity can be sent to all members. Job postings cannot be emailed, and should be posted through the list-serv and on the division website. Hale also requested that anyone interested in serving as a member of the OM Scholarship Award Committee to email her.

Thomas Choi reported on the AOM Evidence-Based Management Collaborative. He and 40 other participants, including 3 past presidents of

AOM, attended a 3-day conference on this initiative held earlier this year at Carnegie Mellon. The question that AOM is taking a leadership role on in moving forward is, "How can we make what we do more relevant to practicing managers?" The model they are looking at in answering this question is the Cochrane Collaboration, which is an organization that is translating articles in leading medical journals for doctors to use in their practices. AOM is trying to raise funds for this initiative. Tom thinks that this collaborative may change how we look at journals and tenure, and stated that AOM perceives the OM Division as more grounded in reality compared to other divisions. He requested that people talk to Hale if they are interested in participating in this initiative.

Linda Brennan, Membership Chair, reported that the membership committee created a flyer as a way to promote our division to other AOM members. An emphasis was placed on what our division has to offer for new members, including the division's small size and empirically oriented work. The committee's goal was to recruit 50 new members by the 2007 meeting. Currently 60 new members have been recruited since the beginning of the committee's initiative.

Keong presented awards to this year's winners and finalists. Rebecca Duray was recognized for her service to the division. Gopesh Anand, Kate Blackmon, Amit Kakkad, and Antony Paulraj received "Best Reviewer" awards. Anant Ravindra Deshpande received the "Best Student Paper" award. Xiande Zhao, Baofeng Huo, Jeff Hoi Yan Yeung and Barb Flynn received the "Chan Hahn Best Paper" award. Finalists for the Chan Hahn Best Paper Award were also recognized. These finalists were Pankaj Setia, Ken Boyer, Roger Calantone and Clay Voorhees; Mark Barratt, Thomas Choi, and Mei Li; and Mikko Ketokivi and Fabrizio Salvador.

The awards presentation concluded with the presentation of the OM Scholar Award to Peter Ward. Keong noted that there are two criteria for the award - 1) excellence and commitment to

service to the field and AOM, and 2) research accomplishments and impact and not just quantity. He thanked Margaret and Andrew Taylor, co-editors of IJOPM, for being supportive of the award and for IJOPM's sponsorship. Upon receiving the award, Peter Ward acknowledged AOM as a supportive place for empirical research, and as a great outlet for our work. He also stated that he is appreciative for all of his friends here.

Keong concluded the meeting with a thank you and recognition to other division officers, including Peggy Lee, Newsletter Editor; Karen Chinander, Secretary; Amelia Carr, Treasurer; Suzanne de Treville and Anita Tucker, Ambassadors-at-large; and Ravi Kathuria, Webmaster.

*Karen Chinander*  
*Florida Atlantic University*  
*kchinand@fau.edu*

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## **Journal of Innovative Education**

### **CALL FOR PAPERS**

Barbara B. Flynn, Editor  
Decision Sciences Journal of  
Education  
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Indianapolis, Indiana 46202  
317-278-8586 Fax: 317-274-3312  
e-mail: [bbflynn@iupui.edu](mailto:bbflynn@iupui.edu)



DSJIE is a quarterly, peer-reviewed journal published by the Decision Sciences Institute. Its mission is to publish significant research relevant to teaching and learning issues in the decision sciences.

Please find specific information for submission on the Journal home page in the chart on page 15.

*Barbara B. Flynn*  
*Indiana University*



## Distinguished Scholar Award goes to Peter Ward



## Interesting journal Information

Journal of Operations Management	<a href="http://www.elsevier.nl/inca/publications/store/5/2/3/9/2/9/">http://www.elsevier.nl/inca/publications/store/5/2/3/9/2/9/</a>
Academy of Management	<a href="http://www.aom.pace.edu/publications.stm">http://www.aom.pace.edu/publications.stm</a>
POMS	<a href="http://www.poms.org">www.poms.org</a>
IJOPM	<a href="http://www.mcb.co.uk/ijopm.htm">www.mcb.co.uk/ijopm.htm</a>
Decision Sciences Management Science	<a href="http://www.bus.msu.edu/dsjonline/">http://www.bus.msu.edu/dsjonline/</a> <a href="http://mansci.pubs.informs.org/">http://mansci.pubs.informs.org/</a>
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Supply Chain Management	<a href="http://www.mcb.co.uk/scm.htm">http://www.mcb.co.uk/scm.htm</a>
Intl Jnl of Production Research	<a href="http://gort.ucsd.edu/newjour/i/msg02651.html">http://gort.ucsd.edu/newjour/i/msg02651.html</a>
Intl Jnl of Physical Distribution & Logistics Management	<a href="http://www.mcb.co.uk/ijpdlm.htm">http://www.mcb.co.uk/ijpdlm.htm</a>
Intl Jnl of Production Economics	<a href="http://www.elsevier.com/inca/publications/store/5/0/5/6/4/7/index.htm">http://www.elsevier.com/inca/publications/store/5/0/5/6/4/7/index.htm</a>
Quality Management Journal	<a href="http://www.asq.org/pub">http://www.asq.org/pub</a>
Journal of Innovative Education	<a href="http://www.mba.wfu.edu/dsjie/">http://www.mba.wfu.edu/dsjie/</a>

## OM Division Officers 2007-08

Division Chair	Hale Kaynak The University of Texas - Pan American (956) 381-3380 <b>hkaynak@utpa.edu</b>
Division Chair Elect	Diane Parente Pennsylvania State University-Erie (814) 898-6436 <b>dhp3@psu.edu</b>



**Mummers Strut their Stuff in Philly**



**Submissions for Anaheim Due  
January 15, 2008**

Program Chair	Elliot Bendoly Emory University (404) 727-7138 <b>elliott_bendoly@bus.emory.edu</b>
Pre-Program Chair	Kate Blackmon Oxford University 44 (0) 1865-288848 kate.blackmon@said-business-school.oxford.ac.uk
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Membership Chair	Linda Brennan Mercer University (478) 301-2199 <b>brennan_ll@mercer.edu</b>
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