2013 ANNUAL REPORT







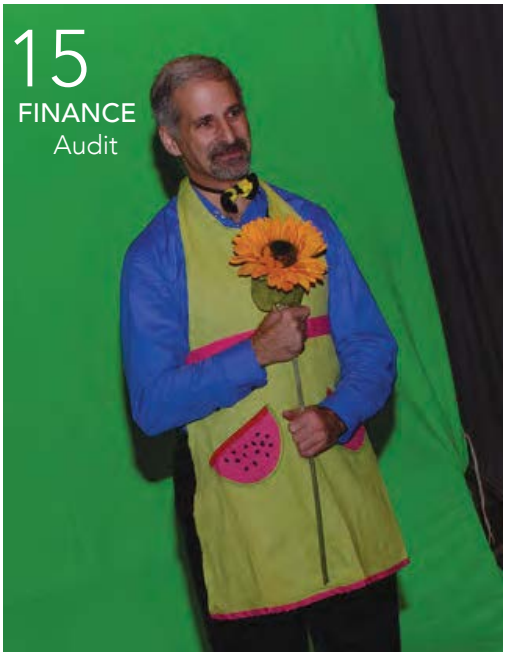
2013: KEY AREAS
Membership
Publications
Meetings
Communities





8
STRATEGIC GOALS & INITIATIVES
Goal 1: Analytics
Goal 2: Up-to-Date Online Systems
Goal 3: Increased Analytics-Based Value to Academics





15
FINANCE
Audit

2014 INFORMS BOARD OF DIRECTORS

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University of Wisconsin—Madison

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Melissa Moore
INFORMS



INFORMS Annual Report 2013

INFORMS has much to be proud of and many to thank for our increasing success – starting with you, our members. Through our shared dedication to advancing operations research, the management sciences, and analytics, INFORMS has become part of an elite group of professional associations that continue to self-publish highly respected journals, host conferences that attract thousands of academics and practitioners, and achieve international prominence through our expanded services to the profession and members.

The INFORMS Board of Directors and administration have been addressing strategic issues facing our field and our association. Mindful of the radical speed with which technology is changing the way we conduct our work, our capacity for achieving more with less, and the very nature of membership, we are working toward strategic goals in three key areas:

1 *To establish INFORMS as the leading association for advanced analytics professionals by advancing the practice, research, methods, and applications of advanced analytics and by serving analytics professionals with products and services they value. We are doing this by developing programs in continuing education and certification, launching our new Career Center, and expanding our outreach.*



2 *To provide up-to-date online systems that enable access, collaboration, and the effective exchange of information among our members. Activities to support this goal include online content sharing, a metadata database, the new INFORMS Connect, and up-to-date systems at headquarters.*

3 *To deliver increased analytics-based value to our academic members. This goal was approved in the fall of 2013. We are already striving to meet this goal through the expansion of the "*Focus On*" series and the development of resources and workshops for teaching analytics. We are also developing a new DataConnect service that would connect members who need datasets for research and teaching with available datasets.*

The value of our efforts is reflected in the growth in our membership, which now exceeds 11,000 members for the first time since the 1990s. Meeting attendance is strong, and approval ratings are high; our publications continue to receive acclaim; and we are financially sound enough to invest in developing services that will make us an even better resource for you.

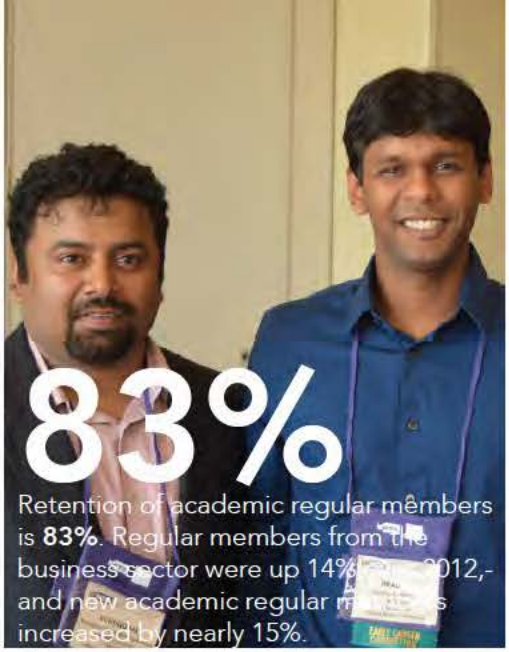


In a challenging time for associations, INFORMS continues to thrive by diversifying our services, capitalizing on emerging technologies, and investing in our infrastructure to continue making progress. The board and staff are committed to this path of excellence with the goal of providing unparalleled value for our members and stakeholders.

Anne G. Robinson, Past President (President 2013)
Stephen M. Robinson, 2014 President
L. Robin Keller, President Elect
M. Melissa Moore, Executive Director



MEMBERSHIP

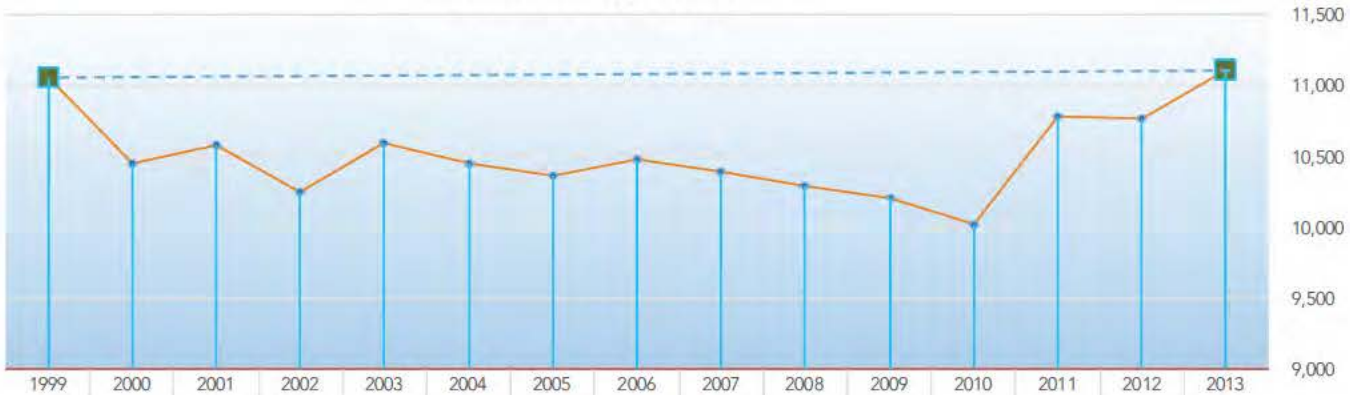


83%

Retention of academic regular members is **83%**. Regular members from the business sector were up 14% [illegible] 2012,- and new academic regular m[illegible]s increased by nearly 15%.



MEMBERSHIP 1999-2013



	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Year End	11,058	10,449	10,583	10,252	10,590	10,449	10,362	10,471	10,390	10,291	10,200	10,019	10,778	10,762	11,106



7,382

More members are recognizing the value and importance of membership in our communities; they are the heart of networking in INFORMS—providing information, opportunities for collaboration and knowledge sharing. In 2013, the number of regular members belonging to a subdivision increased by 6%, with over 82% of those belonging to more than one. For students, the place to be is in our chapters and fora: This year, the number of students belonging to chapters and fora increased by 24% and 25%, respectively. Overall, 7,382 members are members of a subdivision, including 4,975 regular and retired members and 2,407 student members.

11,106

INFORMS grew to well over **11,000** members in 2013 – our highest number since 1999! Helping to drive this was a 17% increase in the number of new members. We achieved gains in all classes of membership, with our largest increase in regular members.



We continue to be a strong, independent scholarly publisher. INFORMS publishes 14 journals, including the recently added *Service Science*, the soon-to-debut *Strategy Science*, and the open access journal *INFORMS Transactions in Education*.



PUBLICATIONS

5,995

INFORMS journals remain the top in their fields. Original submissions to INFORMS journals continue to increase, with 2013 seeing **5,995** new manuscripts submitted for consideration. Google Scholar Citations have nine INFORMS journals ranked in the top 20 of their respective categories, including business, economics, and management; strategic management; marketing; operations research; mathematical optimization; and human resources and organizations. The highest ranked are *Management Science* and *Organization Science*, which ranked numbers two and three, respectively, in the strategic management category.









MEETINGS

The Analytics Conference continues to be a great success; attendance and exhibits increase year over year. Both have nearly doubled since the meeting was rebranded to focus on analytics. A highly anticipated meeting each year, the Analytics Conference includes opportunities to network, learn, and exchange thoughts on analytics and O.R.—especially ways to increase the positive effect they have on profits.



4,368

Thousands of people make attending the INFORMS Annual Meeting a priority each year. At the 2013 Annual Meeting in Minneapolis, the total attendance was **4,368**. Although attendance fluctuates from year to year , since 2007 the number of people attending has remained over 4,000. This meeting continues to demonstrate its value to our members and potential members.



The 2013 INFORMS Healthcare Conference attracted slightly greater attendance and exhibits than the previous healthcare conference in 2011. INFORMS will continue to offer the healthcare conference every other year. This is a growth area for O.R. and analytics, and the demand is expected to grow.







COMMUNITIES



11, 22, 5, 30

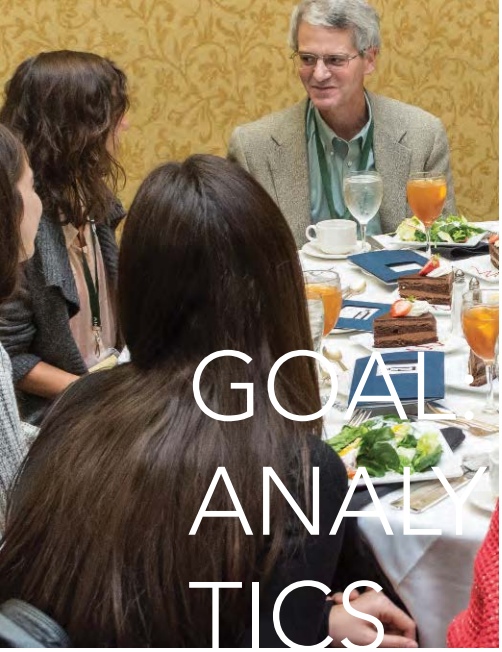
In internal surveys, INFORMS members identify communities, also known as subdivisions, as an important source of loyalty and satisfaction. INFORMS has

- **11** large, focused societies such as the INFORMS Society for Marketing Science
- **22** sections for those in specific industries and subspecialties such as analytics
- **5** fora that unite members around professional interests such as the role of women and minorities in the field
- Omega Rho, the distinguished student honor society
- The Roundtable, with representatives of major corporate departments
- More than **30** local and regional chapters
- Student chapters at dozens of universities

We are pursuing initiatives to increase awareness and collaboration among our members and subdivisions, including a new public relations effort to bring greater public awareness of operations research specialties such as marketing science and decision analysis.







GOAL: ANALYTICS

To establish INFORMS as the leading association for advanced analytics professionals by advancing the practice, research, methods, and applications of advanced analytics and serving analytics professionals with products and services they value.





CONTINUING EDUCATION

INFORMS launched this initiative to increase the quality of professional education, to create greater awareness of our analytics prowess, and to advance the practice of analytics. Preparations culminated at the end of 2013 with our first two courses: "Data Exploration & Visualization" and "Essential Skills for Analytics Professionals." These courses are being continued in 2014, and INFORMS expects to offer at least two new courses in the second half of the year: "Predictive Analytics" and "Simulation." INFORMS is exploring a course in optimization modeling as well. INFORMS will continue to work with an adult education consultant during the development of the new courses to ensure that they meet our standards for adult learners. By the end of 2014, INFORMS expects to have up to five courses in the association portfolio and one or two courses available online.

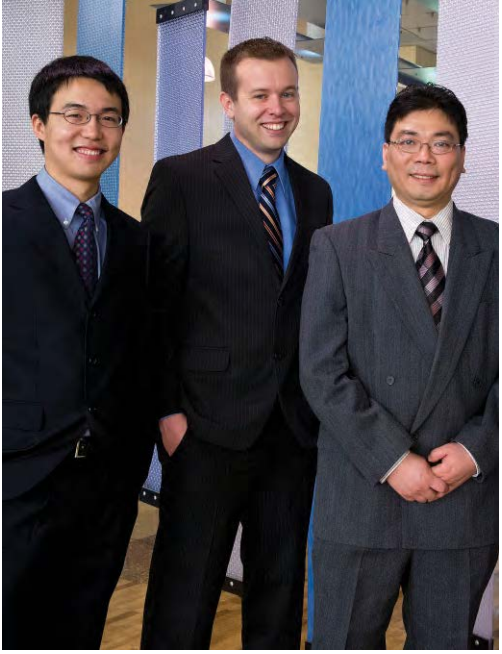
"The INFORMS Analytics Certification Program is positioned to be the *de facto* standard for analytics professionals worldwide. It will be a must-have for the analytics field in the same way PMP is for project managers."

—Greta Roberts, CEO, Talent Analytics, Corporation

CERTIFICATION

After two years as an initiative, Certification in Analytics (CAP®) has become a popular, well known, ongoing program at the forefront of the INFORMS analytics drive. In CAP's first year working with clients, 109 people took the exam. There are now 88 Certified Analytics Professionals. Some 586 more are in the application process. INFORMS gained 70 new members directly from the certification program. CAP appeared on the radar screens of several well read publications for analytics professionals.





1,015

PUBLIC RELATIONS

To support our strategic goals and strengthen our communications capabilities, we began to work with a public relations firm. The effort has resulted in article placements increasing from 340 (2012) to **1,015** (2013). We have met quarterly goals that include six interviews with the press, three speaking engagements, one business press opportunity (a bylined piece, article, interview, or mention of INFORMS), and two contributed articles.





ANALYTICS MATURITY MODEL

INFORMS is creating an analytics maturity model to help business, government, and nonprofit organizations do an honest self-assessment about how well they use analytics. INFORMS can help these organizations improve their use of analytics by pointing them to services such as INFORMS meetings, the consultants' database, and publications like Analytics Magazine. In 2013, the AMM committee settled on the format of the model, with three themes covering 12 factors that enlighten analytics use. The committee drafted 12 questions and tested them with members who specialize in analytics. In 2014 INFORMS will move the model online, add features that benefit all types of users, and introduce the model publicly.





SOCIAL MEDIA

The social media initiative, which began in 2012, shifted its focus in 2013 from IT to outreach. INFORMS established and expertly managed the association's presence on LinkedIn, Facebook, Twitter, OR Exchange, Google Plus, blogs, and YouTube. In fall 2013, Association Media Report, compiled by Association Trends, ranked INFORMS in the "Highest Activity" category of associations with 10—100 staffers across Facebook, YouTube, Twitter, Pinterest, and LinkedIn.



UNIVERSITY ANALYTICS PROGRAM

A new University Analytics Program committee was instituted in 2013 to help universities and industry. Co-chaired by Michael Rappa (North Carolina State University) and Diego Klabjan, CAP (Northwestern University), the committee quickly developed three subcommittees: An information subcommittee will identify information that can aid existing and potential programs; the curriculum subcommittee will be a resource to schools doing program development by providing information and consultation on curricula and program formats; and the industry subcommittee will coordinate analytics education with academics and the practitioners, who will eventually employ their graduates.

GETTING STARTED WITH ANALYTICS WEBSITE

The new Getting Started with Analytics section of INFORMS Online evolved from the longstanding Science of Better site. It is designed to help people find out more about analytics, what analytics can do for them and their organizations, how to start using analytics, and how others have benefited from analytics. Getting Started with Analytics includes new case studies based on Edelman presentations from recent years, a form to request an analytics mentor, and a link to the "Find an Analytics Consultant" database.

84,000

CAREER CENTER

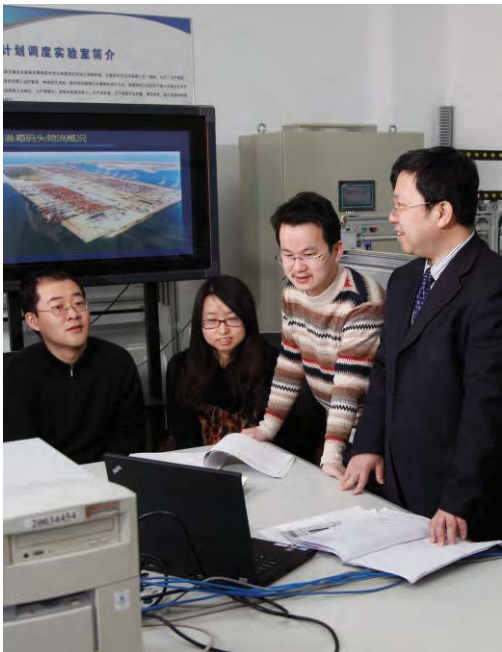
We redesigned and rebranded the former Job Placement Service and the job services provided in the print version of ORMS Today into a new Career Center. The popularity of the Career Center exceeded expectations. Since August of 2013 the number of resumes posted increased by 125%, the number of jobs posted grew by 80%, and there were more than **84,000** views of the site. The Career Center has increased opportunities for our members, industry awareness of INFORMS, and our visibility with individuals looking for analytics and O.R. positions.



OPERATIONS RESEARCH ANALYST

Job ranked in: *US News & World Report/Money*
#2 in Best Business Jobs
#23 in The 100 Best Jobs







GOAL: UP-TO-DATE ONLINE SYSTEMS

INFORMS will provide up-to-date online systems that enable and encourage access, collaboration, and effective exchange of information, content, services, and benefits to and among members, potential members, and those interested in knowing more about OR/analytics.

MOBILE APPLICATION

The mobile app for meetings grew out of a 2012 partnership project with the publisher Wiley, which provided INFORMS with a technical platform and expertise. The job of formatting, cleaning, and manipulating data into a useable format was accomplished by INFORMS staff. INFORMS has subsequently introduced a successor mobile app. IT and meetings department staff plan future refinements and versatile alternatives.

INFORMS CONNECT/ONLINE CONTENT SHARING

INFORMS Connect is a new online space where members can network with colleagues, participate in discussions, add information, share documents, conduct subdivision and committee business, and keep abreast of what is happening in their communities. It works on mobile devices and enables greater networking, collaboration, and sharing of knowledge and information. INFORMS members and communities will have their activity and interest areas located on one enhanced web page.

This exciting new collaboration system was developed in 2013. Select groups began initial use as part of final testing. It became available to all members, subdivisions, and committees in 2014.



SINGLE SIGN-ON (SSO)

IT leadership at INFORMS is developing a method for members to sign onto all INFORMS services with a single username and password. When complete, SSO will simplify members' access to INFORMS systems and improve their user experiences.

METADATA DATABASE

INFORMS is creating a metadata database with rich search capability for abstracts and content published in our journals and books. When complete, it will be used to increase collaboration and knowledge exchange. In 2013, staff developed the ability to capture the required information from our journals. This will be expanded to include archived articles and a web interface to ensure ongoing extraction and archiving.





GOAL: INCREASED ANALYTICS-BASED VALUE TO ACADEMICS

With excitement about business analytics spreading from industry to universities preparing the next generation of analytics practitioners, the INFORMS Board decided to provide the association's many academics with ways of incorporating the new focus on analytics into their own careers.



RESOURCES FOR TEACHING ANALYTICS

We will develop an online "one-stop shop" dedicated to analytics education. It will bring together material provided by *INFORMS Transactions on Education*, the Education Committee, and the University Analytics Program Committee (see above). The web page will feature the latest analytics-focused content and will include tools, resources, and information created by the Education Committee and the University Analytics Program Committee. *INFORMS Transactions on Education* itself will expand, with special issues devoted to topics such as teaching service science as well as analytics and sports.

EXPANSION OF "*FOCUS ON*" SERIES

This series highlights specific subject matter by collecting material from different journals and resources (the series includes, for example, "*Focus on Healthcare*" and "*Focus on the Environment*"). With the help of our members and the new online platform, "*Focus On*" will cover the large number of research areas studied in INFORMS journals and resources.



WORKSHOPS TEACHING ANALYTICS

Learning from the Teaching Effectiveness Colloquium and hearkening back to its predecessor, the Teaching Management Science retreats, we are considering the creation of workshops demonstrating tools and techniques to teach analytics effectively. We will explore multiple themes, such as teaching in a business school environment, interdisciplinary topics, and workshops that focus on undergraduates. We will also consider workshops for educators transitioning from teaching courses in O.R. to courses in analytics.

DATACONNECT

Through a new initiative, DataConnect, INFORMS will help academic and industry members collaborate. The initiative will center on academics' need to obtain datasets that permit student/academic research and industry's chance to benefit from sharing databases whose analysis can provide profitable insights. Initially, DataConnect will contain links to datasets from our INFORMS journals and members. There are plans to expand the initiative to include links and contacts to external public datasets and to other industry.



Case & Teaching Materials Competition
Allison Elias, University of Virginia
Tim Kraft, University of Virginia
Gal Raz, University of Virginia

Daniel H. Wagner Prize
Assaf Avrahami, Yedioth Group, Israel
Yale Herer, Israel Institute of Technology
Retsef Levi, MIT

Doing Good with Good OR Competition
Peng Shi, MIT

Franz Edelman Award
Dutch Delta Program Commissioner

Moving Spirit Award for Fora
Burcu B. Keskin, University of Alabama

Philip McCord Morse Lectureship Award
Dimitris Bertsimas, MIT

Prize for the Teaching of OR/MS Practice
Alexandra M. Newman, Colorado School of Mines

Saul Gass Expository Writing Award
Frank P. Kelly, University of Cambridge

Student Chapter Awards
Summa Cum Laude Chapters
Texas A&M University
University of South Florida



Frederick W. Lanchester Prize
David P. Williamson, Cornell University
David B. Shmoys, Cornell University

George B. Dantzig Dissertation Award
Jason Acimovic, Pennsylvania State University

George E. Kimball Medal
Rina R. Schneur, Verizon Laboratories
Teresa V. Cryan, INFORMS
Eric Wolman, George Mason University

George Nicholson Student Paper Competition
Ruiwei Jiang, University of Florida

INFORMS President's Award
Arthur M. Geoffrion, University of California, Los Angeles

Magna Cum Laude Chapters
Arizona State University
Oklahoma State University
University of Massachusetts
University of Oklahoma

Cum Laude Chapters
North Carolina State University
Northwestern University
University at Buffalo
University of Michigan
University of Texas-Austin
University of Virginia
University of Wisconsin-Milwaukee
Virginia Tech

Undergraduate Operations Research Prize
Frederick Abiprabowo, University of Pennsylvania
Napat Harinsuit, University of Pennsylvania
Samuel Lim, University of Pennsylvania
Willis Zhang, University of Pennsylvania

Nazli Busra Akar, Bilkent University
Başak Kepir, Bilkent University
Çağıl Koçyiğit, Bilkent University
Işıl Koyuncu, Bilkent University
Melis Beren Özer, Bilkent University
Tunca Turkoglu, Bilkent University

UPS George D. Smith Prize
Naval Postgraduate School

Seth Bonder Scholarship for Applied Operations Research in Health Services
Pooyan Kazemian, University of Michigan

Seth Bonder Scholarship for Applied Operations Research in Military Applications
Nathaniel D. Bastian, Pennsylvania State University

INFORMS Prize
Ford Motor Company

John von Neumann Theory Prize
Michel L. Balinski, CNRS and École Polytechnique

Judith Liebman Award
John Coles, University at Buffalo Student Chapter
Amir H. Mousami, University of Massachusetts Student Chapter
Monica Puertas, University of South Florida Student Chapter

Moving Spirit Award for Chapters
Justin Yates, Texas A&M University









TREASURER'S REPORT

I am pleased to present INFORMS' audited results for fiscal year 2013. We received an unqualified, clean management letter in the Independent Auditor's Report from Stokes & Company.

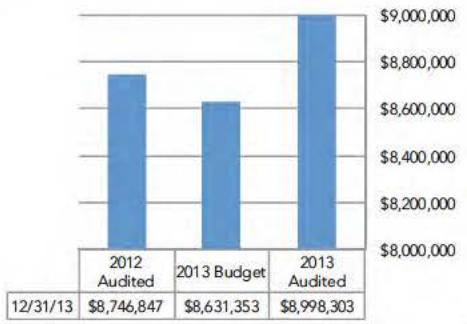
The overall financial health of INFORMS remains strong. We ended the year with a surplus of $229,448, or 2.5% of revenue. Our total revenue rose to more than $9 million for the first time, due to increases in membership and the continued demand for our publications. Our expenses significantly exceeded those of FY2012 due to planned investments in our new strategic program initiatives of IT, certification, and continuing education, as well as additional expenditures in member services. Our investments contributed considerably to our overall financial position. We ended the year with a reserve balance of $8.36 million and an additional $6.70 million in working capital. These results provide us with the security and financial strength to invest in our future.

In presenting this report, I am confident that INFORMS both is and will continue to be financially sound.

Nicholas G. Hall
Treasurer

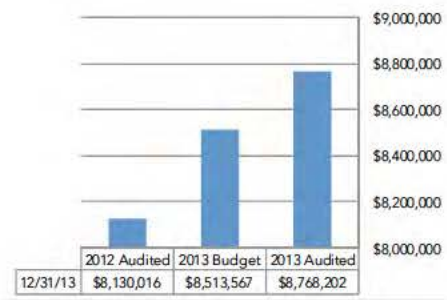


2013
ACTUAL VS. BUDGET REVENUE



	2012 Audited	2013 Budget	2013 Audited
12/31/13	$8,746,847	$8,631,353	$8,998,303

2013
ACTUAL VS. BUDGET EXPENSES



	2012 Audited	2013 Budget	2013 Audited
12/31/13	$8,130,016	$8,513,567	$8,768,202

2013 INFORMS AUDIT BY STOKES & CO.

INFORMS STATEMENT OF FINANCIAL POSITION AS OF DECEMBER 31, 2013

ASSETS	2013	2012
CURRENT ASSETS		
Cash & Cash Equivalents	$ 5,657,280	$ 5,606,934
Accounts receivable	225,649	245,647
Prepaid expenses	234,751	288,808
Total current assets	6,117,680	6,141,389
INVESTMENTS	10,002,989	8,759,237
PROPERTY AND EQUIPMENT- at cost, net of accumulated Depreciation and amortization of $1,632,793 and $1,485,584, respectively	317,417	209,770
OTHER ASSETS		
Security Deposits	26,065	-
	$ 16,464,151	$ 15,110,396
LIABILITIES AND NET ASSETS		
CURRENT LIABILITIES		
Accounts payable and accrued expenses	$ 704,065	$ 536,712
Accrued rent	62,334	15,377
Deferred revenue	3,516,992	3,690,026
Funds held on behalf of others	229,438	327,849
Total current liabilities	4,512,829	4,569,964
LONG-TERM LIABILITIES		
Accrued rent	-	-
Total liabilities	4,512,829	4,569,964
COMMITMENTS AND CONTINGENCIES		
NET ASSETS		
Unrestricted		
Designated - Subdivisions	1,684,268	1,619,581
Designated - Aviation Applications	9,914	9,966
Designated - NPS	10,000	-
Undesignated	9,727,808	8,432,698
Total unrestricted net assets	11,431,990	10,062,245
Temporarily restricted	168,332	127,187
Permanently restricted	351,000	351,000
Total net assets	11,951,322	10,540,432
	$ 16,464,151	$ 15,110,396



















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