



CHANNEL

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Fall 1981

4th Annual MIS Career Night Held at UCLA Faculty Center



Dean Clay LaForce (left) talks with speakers Ben Walker (center) and John Bernard (near right). Listening (at right) is Janice Durbin, who chaired the evening.

The 4th Annual MIS Career Night was held on Wednesday, November 5, 1980 at the UCLA Faculty Center. This annual event, sponsored by the Association of Students in Business (ASB) and the C.& I.S. area, provides the opportunity for MIS executives to meet and discuss career opportunities with GSM students interested in the information processing field. This year, more than 80 executives were on hand to speak with the 116 students who attended the gathering. The informal discussions of the cocktail hour were followed by talks from a three-member panel of MIS executives introduced by MIS Career Night Chairwoman, **Janice Durbin**. The panel included **John F. Bernard** of Peat, Marwick, Mitchell & Company; **Ben Walker** of System Development Corporation (SDC); and **Omer T. Simeon** of Twentieth Century Fox Film Corporation.

John Bernard, a Principal in PMM & Co.'s Los Angeles office is responsible for the coordination of the financial institutions consulting practice in the Western Region. Bernard has worked in data processing for over 16 years; and, in addition to his consulting projects, he is frequently called upon by an increasing number of PMM & Co. clients and others to review and evaluate internal operations and automation planning efforts. Bernard discussed his personal career in the data processing field and described the consulting operations of PMM & Co.

Ben Walker, Vice President of Research and Development for SDC, is responsible for the planning and performance of independent and contract supported R & D activities and he is involved in the development of new computerized informa-

tion systems technologies. Walker, who has had more than 30 years experience in electronic systems design and engineering, discussed the growth of the MIS field in the next ten years and indicated that the accelerating pace of hardware technology would outpace the development of software. Walker went on to say that exciting career opportunities existed in the MIS area.

The final speaker of the evening was Omer Simeon, Corporate Director for Electronic Data Processing at Twentieth Century Fox Film Corporation. Simeon is responsible for the management of the Corporate Electronic Data Processing Department which provides DP services to all studio-based business units. These services include systems analysis, systems and procedures, programming, data administration, and operation of the Corporate Computer Center. Simeon indicated that a melding of communications, office automation, and computer systems was currently going on and that the pathway to management was increasing through the MIS area.

Following the presentation by the panel members, a question and answer period allowed students and MIS executives alike a further chance to explore the issues raised.

Following the ASB portion of the evening, a dinner was held at the Bel Air Sands Hotel for the speakers, the student organizers, the C.&I.S. faculty and doctoral students, and the representatives of the C.&I.S. Associates who were in attendance.

The MIS Career Night is one of a series of Firm Night programs sponsored by ASB. The programs are under the direction of **Nancy Wolozin**. The MIS Career Night was chaired by **Janice Durbin**, with the assistance of **Linda Glimm**, **Hilary Gottlieb**, **Ann Hung**, **Eric Ibara**, **Nancy Morrison**, and **Brad Power**.



Bill Middlesworth (left), in charge of university relations for Xerox Corporation, chats with an M.B.A. student.

First International Conference on Information Systems Meets to Discuss Teaching and Research

On December 8-10, 1980, the First International Conference on Information Systems was held in Philadelphia, Pennsylvania. This was the first major gathering devoted exclusively to issues of teaching and research in MIS. Besides allowing informal discussions among colleagues, the formal conference activities centered around four major themes:

1. An assessment of MIS as a field of study, from both an historical and forward-looking perspective.
2. Research in MIS, especially as it relates to its underlying disciplines. Included in this area are also the dual issues of sources of funding to support MIS research and opportunities to publish the results of MIS research.
3. Strategies for developing and offering quality MIS educational programs.
4. An articulation of issues of mutual interest and concern between MIS academics and professionals.

Attending the conference from UCLA were faculty members **Peter Chen**, **Jason Frand**, **Ben Lientz**, **Eph McLean**, **Clay Sprowls**, and **Burt Swanson** and doctoral students **Randy Cooper** and **Bill DeLone**. **Susan Corley** (C.&I.S. Research Secretary) was also in Philadelphia working with **Evelyn Bickley** (Society for Management Information Systems) to keep the conference running smoothly.

In addition to UCLA attendees, there were over 200 representatives from colleges and universities throughout Canada and the United States as well as parts of Europe. Non-academic attendees included those from Auerbach Publishers, Inc., Execucom Systems Corp., Gould Inc., Index Systems Inc., International Data Base Systems, National Science Foundation (Computer Sciences and Information Sciences), Office of Naval Research, Owens-Corning Fiberglass, Procter and Gamble Co., Scott Paper Co., RCA Corp., and R.H.S. and Associates.

This conference was the culmination of efforts begun in the spring of 1978. At that time, informal correspondence started to flow among several people who were attempting to identify key issues facing MIS and suggesting a forum for discussing these issues. The 1979 TIMS (CIS) summer conference in Denver provided a chance for these people to seriously propose such a forum. With support from TIMS (CIS) and SMIS, Marty Bariff, Gary Dickson, and Eph McLean met in Min-



Photo by Ken Kendall

Dr. Franz Edelman, Staff Vice President of RCA, addresses the Conference attendees in the Egyptian Room of the University of Pennsylvania Museum.

neapolis to begin the actual planning. Events moved quickly thereafter. TIMS (CIS), SMIS, and fourteen institutions provided funds for a conference planning meeting hosted in Los Angeles by UCLA in May of 1980. Twenty-nine leading information systems academicians attended this two day meeting which developed a framework for the conference. It was also decided that **Gary Dickson** (University of Minnesota) should be the Conference Chairman, **Jim Emery** (University of Pennsylvania) Arrangements Committee Chairman, **Dick Hackathorn** (University of Colorado - Boulder) Doctoral Consortium Committee Chairman, **Marty Bariff** (Case Western Reserve University) Program Committee Chairman, and **Eph McLean** (UCLA) Publications Committee Chairman.

The conference program consisted of paper presentations with discussant reviews as well as panel discussions. A complete listing of the conference program is shown on pp. 3-4.

The proceedings from this program have been published (244 pages) and are available from Evelyn Bickley, Society for Management Information Systems, 111 East Wacker Drive, Suite 600, Chicago, Illinois 60601. There will be a \$25.00 charge for each copy ordered.

Due to the success of this first conference, the Second Annual International Conference on Information Systems will be held in Boston on December 7-9, 1981. Co-chairmen are **Eph McLean** (UCLA) and **Jack Rockart** (MIT). Co-sponsors are the Society for Management Information Systems and The Institute of Management Science, in cooperation with the ACM's Special Interest Group on Business Data Processing. A planning meeting for this second conference will be held in Chicago on March 6-7, 1981.



Photo by Ken Kendall

Main session of the Conference on Information Systems in Philadelphia.



Photo by Ken Kendall

Jason Frand (at right) of the UCLA faculty sips some water while Franz Edelman (in shirt-sleeves) listens to the speaker. Henry Lucus (second from the left) of NYU is sorting papers in preparation for his talk.

Program

First International Conference on Information Systems

December 8-10, 1980

Philadelphia, Pennsylvania

Monday, December 8, 1980

Morning Sessions

Welcome and Introduction:

Gary W. Dickson, University of Minnesota
General Conference Chairman

"Information Technology, MIS and DSS: Problems, Challenges and Opportunities"

Gary Dickson, University of Minnesota
Izak Benbesat, University of British Columbia
William King, University of Pittsburgh
Discussant: **James McKenney**, Harvard Business School

"MIS History and Perspectives"

Gary Dickson, University of Minnesota
Ralph Sprague, University of Hawaii
Discussant: **William Haseman**, University of Wisconsin - Milwaukee

"MIS Research: Reference Disciplines and a Cumulative Tradition"

Peter Keen, Massachusetts Institute of Technology
Discussant: **Milton Jenkins**, Indiana University

"Economics and MIS"

Charles Kirebel, Carnegie-Mellon University
Jeffrey Moore, Stanford University
Discussant: **Miles Kennedy**, Case Western Reserve University

Afternoon Sessions

"An Examination of the Interaction Between Technology, Methodology and Information Systems: A Tripartite View"

Benn Konsynski, University of Arizona
Richard Welke, McMaster University
Discussant: **Robert Zmud**, Georgia State University

"Relations Between MIS Academicians and Professionals"

Moderator: **Gary Dickson**, University of Minnesota
Panelists: **Paul Daverio**, Owens-Corning Fiberglas
Richard Dooley, R.H.S. & Associates
James Emery, University of Pennsylvania
Jeffrey Moore, Stanford University
James Scott, Procter & Gamble Co.

"MIS and Behavioral Science: Research Patterns and Prescriptions"

Martin Bariff, Case Western Reserve University
Michael Ginzberg, New York University
Discussant: **Ben Shneiderman**, University of Maryland

"Low Social Need Strength of Computer Professionals and the Impact on Curriculum Design"

Daniel Cougar, University of Colorado
Discussant: **James Wetherbe**, University of Minnesota

"Measurement as an MIS Foundation"

Richard Mason, University of Southern California
E. Burton Swanson, UCLA
Discussant: **John Henderson**, Florida State University

Monday Evening

Reception: Sponsored by TIMS College on Information Systems

Conference Banquet:

"The Management of Information Resources—A Challenge for American Business"

Dr. Franz Edelman, Staff Vice President, RCA Corporation

Tuesday, December 9, 1980

Morning Sessions

"Forming the Social Contract for the Information Society"

Richard Mason, University of Southern California
Discussant: **Richard Hackathorn**, University of Colorado

"Contributions of Management Science to MIS"

Kenneth Kendall, University of Nebraska
Charles Kriebel, Carnegie-Mellon University
Discussant: **Peter Norden**, IBM Corporation

Concurrent Contributed Paper Sessions

Session A: "Research Methods"

Moderator: **Michael Ginzberg**, New York University

I. "A Critique of Cognitive Styles Theory and Research"

R. Taylor, University of British Columbia
Izak Benbesat, University of British Columbia

II. "Improving the Quality of Information Systems Research"

Jon Turner, New York University
Panelists: **Milton Jenkins**, Indiana University
Michael Ginzberg, New York University

Program (Continued)

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Session B: "Management Decision Processes"

Moderator: **Richard Welke**, McMaster University

- I. "Managing DSS Development in Complex Organizations"

Joyce Elam, University of Texas

Louis Miller, University of Pennsylvania

John Henderson, Florida State University

- II. "Analyzing Executive Decision Making Processes: The Methodological Contribution of Visual Mental Imagery Protocols"

Roger Weissenger, *et al.*, Naval Post-Graduate School

- III. "Information Systems Support for Assessment of Management Performance"

James Senn, State University of New York

J. Frantzve, State University of New York

Session C: "System Development and Office Automation"

- I. "Measuring User Involvement in Information Systems Development"

Margi Olson, New York University

Blake Ives, State University of New York

- II. "The Systems Development Process: A Data Theoretical Approach"

Edward Stohr, New York University

- III. "Document Processing in the Automated Office"

Mary Culnan, University of Virginia

Afternoon Session

"ACM Curriculum Update"

Jay Nunamaker, University of Arizona

"Knowledge and Skills Requirements for the Doctorate in MIS"

Gordon Davis, University of Minnesota

Discussant: **Howard Morgan**, University of Pennsylvania

"The MBA Program in MIS"

James Emery, University of Pennsylvania

Henry Lucas, New York University

Ephraim McLean, UCLA

Discussant: **Harvey Koch**, University of Rochester

"Teaching the Current or Future MIS Manager: A Critical Function for the MIS Faculty"

Jeffrey Hoffer, Indiana University

Alan Merten, University of Michigan

John Rockart, Massachusetts Institute of Technology

Discussant: **Robert Blanning**, Vanderbilt University

"The MIS Laboratory Concept: The Integration of MIS and Management Education"

Benn Konsynski, University of Arizona

Jay Nunamaker, University of Arizona

Discussant: **Norman Lyons**, Naval Post-Graduate School

Wednesday, December 10, 1980

Morning Sessions

"MIS Publications"

Moderator: **Gordon Davis**, University of Minnesota

Issues in Publishing"

Ralph Sprague, University of Hawaii

"A Systematic Evaluation of Publications for Promotion of MIS Academics"

Gordon Davis, University of Minnesota

"Publications and the Use of the Science Citation Index"

Jay Nunamaker, University of Arizona

"Communication of MIS Research: An Analysis of Journal Stratification"

Blake Ives, State University of New York

Scott Hamilton, University of Minnesota

"Journal Editors Panel"

Robert Ashenurst, *Communications of the ACM*

Gary Dickson, *MIS Quarterly*

Charles Kriebel, *Management Science*

"The Role of Information Systems Research Centers"

Gary Dickson, University of Minnesota

John Rockart, Massachusetts Institute of Technology

Discussant: **Richard Hackathorn**, University of Colorado

"Research Programs in Computer and Information Sciences:

Moderator: **Martin Bariff**, Case Western Reserve University

W. Richards Adrion, Computer Sciences, National Science Foundation

Marvin Denicoff, Computer Sciences, Office of Naval Research

Edward Weiss, Information Sciences, National Science Foundation

Closing Remarks

Gary Dickson, University of Minnesota

General Conference Chairman

New Students Join C.&I.S. Doctoral Program

Cynthia M. Beath received her undergraduate training at Duke University where she received a degree in Psychology at 1966. She earned an M.B.A. from UCLA in 1975.

Cynthia has worked for Procter and Gamble as a market researcher; for Bechtel Corp. and Atlantic Richfield as a programmer, analyst, project manager, and consultant; and for Cooper & Lybrand as a management consultant.

Her areas of interest include MIS management, programmer productivity, and small business computers. Cynthia's hobbies are running and traveling.

François Bergeron received his undergraduate training in Economics from Université Laval, where he received a B.S. in 1972 and an M.S. in 1974. François also received an M.B.A. with a concentration in MIS from Laval in 1976.

François has worked for Gram, Inc. in Montréal as a management consultant and served as Director of Information Systems for Community Health Centers of the Province of Québec. More recently he has served on the Faculté des Sciences de l'Administration, Université Laval, as an assistant professor and Director of Section Systèmes d'Information. He has also taught at the Université du Québec and the Université de Sherbrooke.

François area of interest is health information systems.

Gunnar E. Christensen is a citizen of Bergen, Norway. He received his B.A. in Economics and Statistics from the University of Oslo in 1975. Gunnar received an M.B.A. in 1978 from the Norwegian School of Economics and Business Administration (NHH) where he held a research assistantship with the school's MIS group. He participated in several research projects including the development of a prototype interactive budgeting system in APL.

Upon graduation from NHH, Gunnar worked as a research assistant for NHH's Center for Applied Research. He also worked for a private service bureau as a consultant.

Gunnar's main research interest is in the area of decision support systems (DSS). Of particular interest to him is the model management function of DSS including the design and development of modeling tools for use by managers to support interactive decision making activities.

Harold G. Plain received his B.A. in Speech Communications from Montclair State College in 1971 and received an M.A. in the same field in 1973. In 1980, he earned an M.A. in Organizational Communication from Purdue University where his research interests included the impact of computer-linked communication technology on organizational functions.

Hal's thesis research examined the impact of a computer-linked memo system on a group of regional managers in a large midwestern company. His continuing research interests include the areas of decision support systems and the office of the future concept including computer-linked communication and its organizational impact.

Doctoral Consortium Held at First International Conference on Information Systems

An important feature of the First International Conference on Information Systems was the Doctoral Consortium held on the Sunday preceding the conference. The purpose of the consortium was to assist advanced doctoral students in the information systems field with the completion of their dissertations and with a better understanding of their field. On the basis of the stage and quality of their dissertations, student participants were selected from each university having a doctoral level program in MIS. Among the nineteen doctoral programs being represented were UCLA, Minnesota, MIT, Wharton, Carnegie-Mellon, Michigan, Harvard, NYU, and Arizona. Travel costs, accommodations, and registration fees were covered by a grant from IBM.

Bill DeLone was chosen to represent UCLA's Computers and Information Systems program. DeLone is a third year doctoral student who has completed his coursework and major field examination and is currently conducting research which involves identifying and testing computer usage variables which are related to the success or failure of small business computer-based information systems. He is the 1980-81 recipient of the C.&I.S. program's IBM Doctoral Fellowship.

The Doctoral Consortium program consisted of two afternoon panel discussions, a social hour, a dinner, an evening group discussion on IS issues, and a wrap-up luncheon on the final day of the conference. The consortium was organized and chaired by **Richard Hackathorn** of the University of Colorado. The working sessions included valuable contributions from the consortium faculty which included **Marty Bariff, Asak Benbasat, Gary Dickson, Michael Ginzberg, John Henderson, Benn Konsynski, Charles Kriebel, and Jeffrey Moore**. During the first panel discussions, each student discussed the MIS issues that he or she was researching, and then the problem of identifying and/or conducting quality MIS research was discussed by the whole group. The second panel session covered research methodologies that the students were using and the problems that were being experienced in the application of those methodologies.

The participating doctoral students were pleased with the consortium activities and grateful for the opportunity to attend the conference, according to Bill DeLone. He reported that he had established friendships with several of his peers at other universities. He found that the panel sessions were stimulating and thought-provoking. He stated that he had returned from the consortium with a renewed dedication to his research work.

A Talk with C.&I.S. Associate Robert Laskey



Robert Laskey, Dart Industries

Robert Laskey brought Dart Industries, Inc. into the C. & I.S. Associates Program through the introductions of **DuWayne Peterson**, Executive Vice President of Security Pacific Bank, and Professor **Ephraim McLean**, Director of the C.&I.S. Research Program. Laskey noted that his involvement with the program has proved worthwhile and beneficial to Dart, which in the past has had a strong working relationship with the

University of Southern California.

Laskey, who left a doctoral program at USC eight years ago to join Dart, holds a B.S. in Business Administration and an M.B.A. from UCLA. His undergraduate and master's work was in the fields of information processing, statistics, and business economics. Laskey has corporate responsibility for management information systems, office automation, and telecommunications at Dart Industries which has over 60 data processing centers worldwide. Dart, whose product lines include Tupperware, Westbend Appliances, and Duracell Batteries, as well as other interests in the chemical-plastics field and the glass container industry, has recently merged with Kraft Inc., of Chicago. Prior to joining Dart, Laskey worked for Lockheed Corp.

In his position at Dart, Laskey views himself as an "integrator"; in pulling together the three areas of responsibility, he has to create practical systems now. He noted that, "to manage things properly in a change-oriented environment, we have to be effective instigators of change." His division, he says, is set up as a profit center, and is a microcosm of the business. It has its own "controller," its own set of books, a marketing side, a manufacturing side, a quality control side, and its own research and development department. It even issues its own invoices both to the division's internal clients and to external customers as well. Laskey pointed out that by serving customers outside of his company, he can get some inkling of whether he is providing a competitive service. Laskey's facility serves both as a production "shop" and as a "job" or system development operation specializing in what he likes to call "administrative systems," or "office of the future" technology.

Laskey believes that Dart is about one year away from completing development of a "dynamic work station," which would be merchandisable to a wide population base. Their concept of the office of the future envisions the work station as an integrated set of tools which can provide support for various administrative and managerial functions. Included in the package might be services such as simple word processing, calendar reminders, conference schedulers, calculators, tickler files, address files, and phone message centers plus a simple, easy-to-use access to computer mainframe services which currently exist. Laskey notes that he is currently using many of these features now through his pilot terminal and finds that he can accomplish much more during his work day, especially during what would normally be wasted as "down time"; e.g., times such as being put on "hold" or after hours when there is no

secretarial service available can be used to produce and send simple memos through the word processing system. Laskey sees Dart's approach as "holistic" rather than segmented into data processing, telecommunications, and other similar areas. "Our attitude," he said, "is that there is no longer such thing as DP anymore, it's really providing information systems support—period."

IBM to Fund C.&I.S. Chair

A \$400,000 grant to provide a chaired professorship in Computers and Information Systems has been awarded to the Graduate School of Management by the IBM Corporation. This grant was announced by **Frank T. Cary**, Chairman of the Board of IBM, and a 1947 graduate of UCLA.

This endowment will be the fourth privately funded chair at the School. Already in existence are the Arthur Young Professorship in Accounting, the Harry and Elsa Kunin Professorship in Business and Society, and the Allstate Professorship in Finance and Insurance.

Dean **Clay La Force**, in commenting on the award, said "the number of chairs at GSM is small compared to other institutions of our quality, and additional chairs at this time will have a very substantial positive impact—they will provide that margin for excellence." He said that a search had begun for a candidate of "world-class distinction who will bring lustre to both UCLA and IBM to fill the professorship."

C.&I.S. Establishes Library for Faculty and Students

In September of 1979, the C.&I.S. Research Program established its own library to be used by faculty and students. This library facilitates C.&I.S. research and education by both providing materials not maintained by the Graduate School of Management library and by consolidating information relevant to the program. Periodicals currently subscribed to include: *Communications of the ACM*, *ComputerWorld*, *Computing Newsletter*, *Computing Reviews*, *Computing Surveys*, *Decision Sciences*, *EDP Analyzer*, *IBM Journal of Research and Development*, *Information and Management*, *Information Systems News*, *Journal of the ACM*, *MIS Quarterly*, *Output*, *Transactions on Database Systems*, *Transactions on Mathematical Software*, and *Transactions on Programming Languages and Systems*. In addition, the communications of the twenty-four special interest groups of the ACM are maintained.

C.&I.S. Colloquium Series

The C.&I.S. Colloquia are presented at GSM every other Thursday during the academic year from 4:30 - 6:30 P.M. Readers interested in attending these presentations can receive announcements of the programs by writing to:

Colloquium Series
Computers and Information Systems
Graduate School of Management
University of California
Los Angeles, Calif. 90024

In the tradition of past Colloquia, the fall series encompassed a diversity of subjects on the leading edge of information systems research. On September 11, **Ralph H. Sprague, Jr.**, Professor in the College of Business Administration, University of Hawaii, presented "A Framework for Research on Decision Support Systems." The framework is useful in describing the characteristics and capabilities of decision support systems as well as organizing relevant research issues.

Ronald Kay from the IBM Research Laboratory in San Jose, California, described his work concerning the "Evaluation of the Information System Function: Objectives and Criteria" on October 9. Focusing upon the difficulty of evaluating the performance of an organization's information function, a hierarchic list of evaluation criteria was presented. This list contains proficiency, efficiency, and effectiveness criteria relating specifically to operations and application development as well as general information system functions.

"Information Services—Technology Assessment and System Architecture" was presented on October 23 by **Bennet P. Lientz**, a professor in the C.&I.S. program. A methodology was offered for assessing the impact of the increasing rate of technological change—as well as social, political, and economic factors—upon information services. Such an assessment provides guidance in long range and intermediate term information systems planning, leading to general implications for systems architecture.

Economic production theory was used November 6 in the presentation of "Information and Productivity" by **Robert M. Hayes**, Professor at the School of Library and Information Science, UCLA. Using the Cobb-Douglas model, measures of investments in information (e.g., book collections and purchases from "information industries"), labor, and product are used to estimate the model's parameters. These parameters were then compared for various contexts.

Ausman Dogac, post-doctoral fellow from the Department of Management, Middle East Technical University, Turkey, presented her work on "A Generalized Database Management System - METUGDBMS" on November 20. This generalized system used the entity-relationship model as a conceptual framework to allow an external (i.e., user) interface with the relational, the network, and the hierarchical database models. The system automatically generates one of these data models according to user requests.

Miniberger Visits C.&I.S. Program at GSM

Dr. **Bohumil Miniberger**, Director of the Computation Center of Charles University, Prague, spent December and January as a visitor to the C. & I.S. Program at GSM. Dr. Miniberger is participating in the International Research and Exchanges Board (IREX-New York) program. He had previously spent four months at the University of Michigan working on the ISDOS Project under the direction of Professor **DanTeichroew**, where he prepared a model of the educational process of Charles University and described one part of it in PSL.

During his visit to GSM, Dr. Miniberger conferred with various members of the faculty about their interests as well as working with Dr. **Peter Chen's** E-R Model. He also conducted a C. & I.S. Colloquium where he spoke about the structure of education in Czechoslovakia, illustrated portions of the MIS model of Charles University, and described an interactive language (DOSYS—A System of Contact with Data Bases in Natural Language) developed at the Computation Center of Charles University. The system is capable of answering questions posed in Czech sentences in their natural written form and has been tested in the student enrollment procedure at Charles University.

Postdoctoral Scholar Joins C.&I.S. Staff

Dr. **Asuman Dogac** joined the C.&I.S. area as a postdoctoral scholar in October 1980. Dr. Dogac received her Ph.D. from the Middle East Technical University in Ankara, Turkey, in September 1980. Her thesis work involved the design and implementation of a generalized database management system called METU-GDBMS. This database system uses the Entity-Relationship Model as the conceptual data model and three external model interfaces (the DDL of System 2000 for the Hierarchical Model, the LSL for the Network Model, and SEQUEL for Relational Model). Dr. Dogac will be working closely with Professor **Peter Chen** in the database design project sponsored by the National Science Foundation while she is at UCLA. She has also presented a lecture in the C.&I.S. Colloquium series based on her work. Dr. Dogac is expected to return to her teaching position at the Middle East Technical University in June 1981.

4th Annual MIS Career Night



Students gather to hear MIS career presentations from leading practioners. For more details, see story on Page 1.

This newsletter represents our continuing effort to disseminate information about Computers and Information Systems (C.&I.S.) activities within the Graduate School of Management to interested individuals and organizations. As before, comments and suggestions will be welcomed.

Ephraim R. McLean, Director, Computers and Information Systems Research Program; Hal Plain, Newsletter Editor; Randy Cooper, Assistant Newsletter Editor.

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