STRENGTH FROM THE PAST:
PROMISE FOR THE FUTURE

A HISTORY OF THE SOCIETY FOR INFORMATION MANAGEMENT

THE FIRST 20 YEARS

AUGUST, 1989
CONTENTS

Table of Contents .......................................................... i
Letter Commissioning Author & Describing Objectives - Exhibit 1 .......... iii
Author’s Preface .......................................................... iv
History Project-Interview Form - Exhibit 2 .......................... v
Original Press Releases - Exhibit 3 ................................... vi

I. THE BEGINNINGS - 1968-1970 ........................................... 1

The "Idea" ........................................................................ 1
The Founding Committee .................................................. 1
The First Meeting of the Founding Committee ....................... 2
Early Steps ..................................................................... 3
Personnel Changes ......................................................... 4
The Founding Conference ................................................... 5
The Founding Members - Table 1 ................................. 6
Early Issues ...................................................................... 8
1. Membership ................................................................ 8
2. Role of Academicians in the Society ......................... 10
3. Services to Members ................................................ 10
4. Relationship to Other Societies .............................. 11
5. By-Laws ..................................................................... 11
6. Day-to-day Management of the Society ................. 12
7. What Should SMIS Be? ........................................... 12
   The Need: A Challenge ........................................ 12
   The Logo: A Symbol ............................................. 12
   The Charter: A Direction .................................... 13
   The Activities: A Promise .................................. 14
The Presidents - Table 2 ................................................. 15

II. A SEARCH FOR STABILITY - 1971-1978 .......................... 16

Issues of the Time .............................................................. 16
Services to Members .......................................................... 17
An Assessment ................................................................. 18
1971 - M. H. Schwartz ................................................... 19
1972 - Dr. James C. Emery ............................................ 20
1973 - Richard E. Dooley ............................................ 21
1974 - Gerald M. Hoffman ........................................ 22
1975 - James G. Rude ................................................... 23
1976 - Dr. Daniel E. Teichroew ..................................... 24
   Members Forum Publication ................................ 24
   Chapter Activity .................................................. 24
   Publication of a Journal .................................... 25
   Other Events ....................................................... 26
1977 - Herbert Z. Halbrecht ........................................ 26
1978 - Reed Phillips ....................................................... 29
The Annual Conferences - Table 3 .................................. 31
April 22, 1986

Mr. Gary W. Dickson
Professor of MIS
University of Minnesota
School of Management
271 19th Avenue South
Minneapolis, MN 55455

Dear Gary:

Got your letter reflecting our phone conversation and have made some annotations, and added some further thoughts below.

1. This "gift" should include the "archives" project, i.e. you and I spend 1.5 days with Smith Bucklin people reviewing the files for content, value, accessibility, etc. Counsel them on creating a tool, or base for the management of the Society. Make a return visit 6-12 months later to verify progress.

2. One result of this effort should be to focus on the next 20 years (1988-2008). A hand-off. A base to accelerate from.

3. Think for a minute —

Why would anyone care, beyond a few of us who were involved in the beginning? Well......

a. It's useful to know origins, or roots
b. There are lessons and directions contained in this history
c. There is a strength or depth in it also
d. Acknowledgement of many who haven't gotten "credit", i.e. beyond the founders, or the officers, there have been important contributors all along the way. Spread the fame!!
e. Mainly, it helps sculpt the proper pace, scope and desired results of SIM's future.


5. I'll raise the $, so it's not a S.I.M. problem - but S.I.M. should contribute because of the "archives" effort. I've opened a bank account via my Minneapolis office for $1000.00 with the above title, so you can send bills there.
AUTHOR'S PREFACE

In writing the history of the Society for Information Management (SIM), I have given more attention to the formation of the Society and its first ten years of operation than the more recent years. Since 1978, the Society has been relatively stable and has continued to do or improve the things that were in place by that time, plus adding some new services. I took a chronological approach in the early years and, subsequent to 1978, focused more on major events and activities.

The sources used to compile this narrative are twofold. First are the archives of the Society. Many hours were spent searching these archives and working with the material that existed therein. In particular, there was much material of great significance from the early years of the Society's existence. The second source is an oral history taken from approximately 50 persons including many past presidents who were active in the Society's formation and growth.

My own involvement with the Society was quite intense for the first ten years, at the end of which time I was devoting a great deal of time to establishing the Society's journal, the MIS Quarterly. I served as the Local Arrangements Chairman for the Society's Founding Conference in Minneapolis in 1969. After that, I was on the Executive Council for several years. It was during this time that I edited the Society's newsletter, published one of its early "special reports", and worked as the Society's "senior editorial representative" in a joint journal with a European group. I was also active in the Award Paper Series program when it was initiated. Thus, many of the activities that are covered in this history are those with which I have had some personal involvement.

Finally, I would like to thank several parties. The first is all those people who made time in their busy schedules to participate in interviews which provided the information that is the basis for this history. Second, I would like to express my appreciation to Ms. Naomi Estes for conducting a number of the interviews that served as source material. Third, I would like to thank the staff at Smith/Bucklin, especially Ms. Kimberly Svevo and Ms. Kathy Nilles, for the assistance that was provided in obtaining material in the Society's archives. Fourth, I would like to thank the several persons who read the history and provided factual and editorial assistance, Paul Berger, Barbara Dooley, Dick Dooley, Tom Morin, Bob Rouse, Jim Rule, Herb Schwartz, Jim Scott, and Jim Senn in particular. Finally, credit goes to John Hammitt and United Technologies, the SIM Institutional Members Advisory Council, Bob Stevens and First American Bancshares, Inc., Bob Widener and Intelligent Office Corporation, Bob Wilmouth and National Futures Association, and Dick Dooley and The Dooley Group, whose financial sponsorship has made this history possible.

It is the historian and author, of course, who must take ultimate responsibility for any errors of omission or commission that are in this document. I am sure that I owe several apologies to individuals and groups for errors of this sort.

Gary W. Dickson
Minneapolis, Minnesota
March, 1989

iv
EXHIBIT 2

SOCIETY FOR INFORMATION MANAGEMENT
HISTORY PROJECT-INTERVIEW FORM

Background

A history of the Society for Information Management (SIM) has been commissioned in conjunction with the Society's 20th anniversary. Since you played an important role in the development of the Society, your input to the history is vital. A narrative history based upon "critical incidents" is the approach being taken in collecting the material for the Society's history.

In order to assist with the orderly collection of data during the interview process, there are a few things we would like you to think about before a formal interview with you takes place. The interview will cover this material but you will not be restricted to only this information. During the actual interview, we want you to tell us what you think is important that goes beyond our formal information gathering. To assist in getting started, would you give some thought (or prepare some notes on) these items?

History Input

1. What were all your formal relationships with the Society? Include officer positions, council membership, key activities in which you engaged. If possible, could you put dates to this involvement?

2. Can you identify some "critical incidents" that occurred during your involvement with the Society? These are issues that were faced, key activities that took place, etc. You'll be asked to describe these.

3. During the time of your active involvement with the Society, what were some of the things the Society did well or were successes (contributions to the membership or to the field)?

4. Were there any things during the same time that the Society didn't do so well or should have been doing but wasn't, in your opinion?

5. At the time of your involvement, what were the key information systems management issues? By this, we mean the issues that were important to IS managers. How did the Society address these issues? Here, we're differentiating between management issues for the Society (which may be covered in #2) and the focus is on issues generally facing IS managers.

6. Who were the key players during your time of active involvement with the Society? What did these people contribute to the Society?

7. Who else, in your opinion, should we be sure we talk to in gathering historical information for the Society?

8. In gathering the history data, we will be looking back over 20 years of activity in the IS field and seeing how it evolved to the present (and noting the Society's role in the evolution). What do you see happening in the next 20 years in the IS field that will have to be dealt with successfully by IS managers and executive management? How should SIM assist in dealing with these conditions?
New Management Information Mart Formed

LOS ANGELES.—A new group, designed to serve as an exchange or marketplace for technical information about management information systems, has been formed.

Called the Society for Management Information Systems, the group's founding committee is chaired by Robert V. Head, independent data processing consultant, and M. H. Schwartz, assistant controller, Atomic Energy Commission, Washington, and a former vice president, First National City Bank, New York.

Bank members of the founding committee include Robert K. Wilmouth, senior vice president, First National Bank, Chicago, and Robert G. Stevens, vice president, First National City Bank, New York.

The new society is "not intended to duplicate or overlap the work of existing societies," Mr. Head noted. "The objective is to provide an interdisciplinary forum for those concerned with all aspects of MIS."

Mr. Schwartz added that the mission of the group will be to foster the development of information systems for the improvement of management performance.

Topics to be covered by the society will include theory, application, methodology and techniques in MIS, and its activities are expected to extend to business, government and other organizations concerned with management information systems.

Other members of the founding committee are James C. Emery, associate professor, Wharton School of Finance & Commerce; Robert B. Forest, editor, Datamation magazine; Mel H. Grosz, vice president, Esso Mathematics & Systems, Inc.; Alan J. Rowe, chairman, department of management, School of Business Administration, University of Southern California, and James G. Rude, vice president, information systems, Pillsbury Co.

For additional information, contact Society for Management Information Systems, Founding Committee, 11734 Wilshire Blvd., Los Angeles, Calif. 90025.

American Banker — January 15, 1969

Points of Interest

Robert V. Head, M. H. Schwartz, Dr. James C. Emery, Robert B. Forest, Mel H. Grosz, Dr. Alan J. Rowe, James G. Rude, directors, top-level executives served by MIS, educators in graduate schools of business, MIS resource people, and members of the general public with an interest in MIS. For information, write Robert V. Head, the Society for Management Information Systems, 11734 Wilshire Boulevard, Los Angeles, California 90025.

Datamation — March 1969

News Briefs

Datamation's Bob Head and Herb Schwartz, AEC, are heading up a founding committee for The Society for Management Information Systems, which had its first meeting Nov. 22. Included on the committee are Mel H. Grosz, Esso Mathematics and Systems, Inc.; Dr. James C. Emery, Wharton School of Finance and Commerce; Dr. Alan J. Rowe, USC School of Business Administration; James G. Rude, Pillsbury Co.; Robert Stevens of Touche, Ross, Bailey and Smart; Robert K. Wilmouth, First National Bank of Chicago; and Bob Forest, Datamation.

Datamation — December 1968
I. THE BEGINNINGS - 1968-1970

The "Idea"

It all began at a break between sessions at an Association for Computing Machinery (ACM) conference being held in Las Vegas in August, 1968. Bob Head, who at the time was with Software Resources Group in Los Angeles, had been thinking during the meeting that current professional societies did not emphasize the managerial aspects of computing enough nor did they serve as a good communication mechanism between data processing managers and executive managers. As Bob was reflecting during the break, Herb Schwartz, who was with the U.S. Atomic Energy Commission, walked up to him and Bob spoke with Herb concerning his feeling about this unmet need. According to Schwartz, the exact words were:

Head: "Herb, what this country needs is not a five cent cigar but a society for management information systems active at the managerial level."

Schwartz: "You're absolutely right, let's build one."

The more they talked, the more Bob and Herb became excited about the prospects of working toward the creation of a professional society that would take a managerial focus toward organizational computing and would allow data processing managers and executive managers to communicate better with one another. They felt that other data processing managers from large, leading edge organizations would also be interested in a society such as they envisioned. Head and Schwartz parted with the agreement that they would jointly pursue the creation of a new professional society for information managers.

It was this conversation in 1968 that triggered the formation of The Society for Management Information Systems (SMIS) which has become The Society for Information Management (SIM). It's one thing to have what possibly may be a good idea, it's quite another to bring the idea to fruition. These two pioneers knew it would not be easy to successfully achieve their vision. Not only did these persons contribute a great deal of themselves to making SIM a reality, literally hundreds of other individuals and organizations have made substantial contributions of energy, wisdom, and resources to support the society proposed by Head and Schwartz.

This narrative of the Society's development is devoted to recording and learning from the efforts of these individuals and the group they formed. For contemporary managers who may benefit from having a professional society devoted to information management, the transformation of the idea of two men into what is today's SIM provides a foundation worthy of continued commitment. What follows is the story of how and why the Society achieved its present form as the premier international organization for leaders in the information technology profession.

The Founding Committee

Head and Schwartz avoided what many might have done based upon a chance conversation at a conference -- that is, fail to follow up and drop their ideas. Instead, the two held telephone conversations that led to a plan to establish a small "Founding Committee." They wanted members of this committee to agree with their view of the limitations of existing societies and share the need for a managerially oriented society directing its attention to the relationship between information systems managers and executive management. They also wanted substantial academic participation, inclusion of executive management, general managers in government as well as information systems managers. Each used his contacts, especially his membership on a "Planning Committee" of the American Management Association (AMA), to ask a number of capable
In addition to these actions, at the initial meeting, a commitment was made to hold a founding conference for the Society the following September (at the close of a charter membership campaign). Jim Emery was appointed as the general chairman for the conference. A second meeting of the committee was set for Los Angeles on February 12, 1969.

Early Steps

In his letter to the founding committee announcing their second meeting, Bob Head noted,

"The response to our news release has been very heavy -- an indication of a strong latent interest in the purposes of the Society. Now that we have told the world what we propose to do -- and have identified ourselves individually with the project -- it is extremely important for every member of the committee to budget their time to support this commitment."

On the agenda of the second meeting were reports of committees that had been established, plans for a membership campaign, plans for a national meeting, and methods of securing interim financial support. Just as the first meeting resulted in agreement among the founders of the need for a new society, the second meeting fleshed out the details about the nature of the society.

It was also decided that there were to be five categories of membership in the society: (1) charter members (those joining before September, 1969), (2) regular members (those joining later), (3) fellows (individuals who are recognized by the society for their outstanding contributions to the field of MIS), (4) students, and (5) institutions. The only qualification for membership was to be "an interest in the work of the society." Membership fees were set at $20.00 for charter and regular members and $5.00 for students. The institutional fee was to be $500.00.

There had been an important change in the makeup of the founding committee between the first and second meeting. Richard Dooley was added to the committee in recognition of the need for a coordinator of start up activities. Dick worked for Bob Wilmouth at the First National Bank of Chicago. He was suggested by Bob as an excellent person to assist in the formation of the Society using the First's corporate resources under his command.

One of the most important actions taken at the Los Angeles meeting was to form an Executive Council for the Society consisting of the Founding Members of SMIS. These positions were established by the by-laws adopted at that meeting. Robert Head was named the Society's first President, Herb Schwartz as Vice President, Robert Wilmouth as Treasurer, and Richard Dooley as Secretary.

Jim Emery, as chairman of the forthcoming national conference, gave a detailed report in which he specified the intended audience and defined a format that was to become a model for many of the conferences to follow, i.e. the exclusive use of plenary sessions. He even defined potential topics and speakers. At this time, the thinking was to hold the conference in the midwest. A general target date for the conference was set as, "after Labor Day the following September." A third meeting of the founding group, now the SMIS Executive Council, was set for March 31, 1969, in Chicago.

Things were beginning to roll for the SMIS in its initial activities. Of primary importance were the activities necessary to holding a first rate conference in September. The title selected for the conference was, "Bridging the Gap Between the Management Function and Information Systems Technology."

Second in importance was building an initial membership. In early March, 1969, the Society had three charter members and four institutional members. To assist in membership activity, Jim Rude produced a "capabilities" brochure that detailed the mission of the Society and served as a public relations piece.
While work continued on membership materials, by-laws, and other start up activities, a great deal of attention was turned in the late spring and summer of 1969 to the forthcoming founding conference. Clearly the future of the Society was dependent upon having a high quality and successful inaugural conference.

The Founding Conference

In early April of 1969, conference plans were shaping up. The theme and title of the conference had been selected. A target date of the week of September 8 was suggested. It was to be a two-day conference with plenary sessions, speakers, discussants, and open discussion from the floor. The overall objective was to, "arrange a first-class conference with competent and well-known speakers." A major problem was that, as of April, a conference site had not been selected nor had hotel facilities been confirmed. While Emery worked on the details of the conference, Dooley worked on the site.

Dooley was in contact with Roland Sullivan of the First Computer Corporation in St. Paul, Minnesota who suggested the Twin Cities as a conference site. He put Dooley in touch with the University of Minnesota and negotiations began between that institution and SMIS. There was some desire on the part of the Society to locate the conference on a university campus and the Minnesota possibility was attractive. On April 11, Dooley notified members of the Executive Council that the University of Minnesota would host the Founding Conference and Gary Dickson was named as a Local Arrangements Chairman.

There was a great desire on the part of the members of the Executive Council to have first rate presentations at the conference. A decision was made to produce high quality 35mm slides for all conference speakers. Bob Widener, an expert in this aspect of presentation, was to oversee the slide making for the conference.

A large auditorium in the University’s Mayo Building was obtained as the site for the conference presentations. Getting nearby hotel facilities was difficult due to lack of lead time. Eventually, a set of available motels was located near the campus, but too far away to walk to the sessions. A contract was made with a local bus company to transport conference attendees from their hotels to the meetings. The conference dinner was at the Edina Country Club and, again, busses had to be used for transportation.

Meanwhile, Jim Emery was putting together a fine program with leading speakers. Congressman Brooks, Chairman of the House Government Activities Subcommittee, agreed to give the Keynote Address. Jim Rude had obtained the President of Pillsbury, Terrance Hanold, to give the after dinner speech at the country club. Hanold agreed to join Congressman Brooks (who had been recruited by Herb Schwartz) as the Society’s Honorary Founding Members. Wilmouth and Dooley persuaded Gaylord Freeman, the Chairman of the Board at The First National Bank of Chicago, to make a presentation on MIS from the perspective of the Chief Executive Officer. Other important speakers scheduled for the conference and the titles of their talks were:

T. William Olle, RCA: An Analysis of Generalized Date Base Management Systems

James L. Fisher, Texas Instruments: Decision Systems for Planning and Control

Dr. Truman Hunter, IBM: Manpower Resources for Management Information Systems

Joseph Redding, Standard Oil of Indiana: Distributed Computer Communication Networks

Frederick G. Withington, Arthur D. Little: Trends in MIS Technology

3
TABLE 1

FOUNDERS

Joseph P. Cunningham
Richard E. Dooley
Dr. James C. Emery
Robert B. Forest
Robert V. Head
Dr. Alan J. Rowe
James G. Rude
M. H. Schwartz
Robert G. Stevens
W. Robert Widener
Robert K. Wilmouth
On September 8th and 9th, 250 people attended the founding SMIS conference and were treated to great weather and a very good conference. Bob Head set the tone for the Society and the conference when he said:

"Definitive steps can be taken toward the achievement of a better understanding of MIS theory, methodology and technology. Business and government organizations can be rescued from the morass of confusion and mis-information that has surrounded MIS.

I am convinced that we can, and must, transform what heretofore has been regarded largely as a technological black art into an organized professional discipline. SMIS intends to be definitive. SMIS will take positions on important issues as we see them.

We are not a narrow special interest group. The very nature of the systems with which we are concerned forces us to adopt a broad perspective as members of this Society. We must view systems problems from the vantage point of top management and we must concern ourselves with the way in which computer resources are employed everywhere in the organization. We will not be provincial and we will not shirk the responsibility which we have voluntarily assumed to bring order and discipline into a frighteningly complex area of managerial endeavor."

So, how well did the initial attempt of the new Society go in defining its role and serving member needs? A summary of the success of the Founding Conference can be gleaned from these statements:

"I hear only good things about our recent conference, even trying as hard as I can to detect 'not good' things. Not that my consultants tell me the show was perfect; but that the weak points were so dominated by good points that only the latter remain."

H. Schwartz

"The speakers ranged from very good to excellent and obviously a lot of work had gone into the preparation of their papers. Through the medium of this letter I wish to extend my thanks to the Executive Council and the speakers for their efforts."


"Congratulations on a good beginning. I hope that we can enrich our own experiences at the Boeing Company with the knowledge to be gained by the SMIS and I am looking forward to a mutually beneficial association."

R. Koval, The Boeing Co.

Despite the overall success of the first conference, several criticisms dealt with conference content and the "apparent" direction of the Society. These statements reflect concerns of the time.

"On balance, the SMIS Founder's Conference was successful. Not all good, but -- successful. Half the material would have been more appropriately presented to ACM, DPMA, or whatever, and so a lot of opportunity was lost. However, it was clear from the spontaneous outbursts made by several 'conferees' that such lost opportunities might not always be tolerable. I can assure you that the sentiments expressed were not isolated, but represent a significant percentage of the assemblage who had to be motivated to attend by the felt need to which the SMIS charter seemed to be addressed. I'm optimistic that the leadership will respond to these signals; hence, 'successful'."

L. Regan, United Fruit Co.

"The potential for really meaningful conversation about MIS appears to reside in the diverse group of people that attended the meeting. I can recall a large number of instances where this conversation tried to happen. I feel very strongly that the future of the Society
That from the start membership would end up being so broadly defined was by no means clear. Consider the following statement in the minutes of the second meeting of the Founding Members:

"After some discussion, we decided to disband the idea of 100 Founding Members and simply have the category of Charter Member up until the first national meeting. Our rationale was that the 'lists of 25,' which were to be submitted by everyone as agreed during the November meeting had grown to a list of 256 names. Filtering back to a so-called 'elite' list of 100 would take weeks or more of full time discussion. In addition, such action, if not simply rash and personal or subjective judgment, would demand criteria for membership that none of us could agree upon."

Alan Rowe stated his opinion in a letter to Bob Head written in May of 1969. He said:

"I feel we should try to retain the professional stature of the Society otherwise it will undoubtedly become just another organization. To do this, it would seem that we must establish some requirements for belonging to the Society other than an individual's interest. Perhaps this can be done after the charter members are admitted; however, at some point I feel it will become critical."

As can be seen, the issue of somehow "qualifying" members arose very early and was the topic for much conversation among the members of the Executive Council.

Another membership issue at the beginning was whether the Society would be for individuals, organizations (institutions), or both. As we know, the answer settled upon was the last one. A good question to ask, however, is whether or not the later decision to have special conferences for institutional members, was only to offer an inducement to those choosing this form of membership, or was it an attempt to segment out a special group? In the beginning, there were sixteen charter institutional members:

- American Fletcher National Bank
- Consolidated Software, Inc.
- Dayton Hudson Corporation
- Encyclopaedia Britannica
- First Computer Corporation
- The First National Bank of Chicago
- First National City Bank
- The B.F. Goodrich Company
- Information Management Facilities, Inc.
- Lester B. Knight & Associates, Inc.
- S.D. Leidesdorf & Company
- Lincoln First Banks, Inc.
- National Cash Register
- The Pillsbury Company

Student memberships were also a debated issue. There was a real reluctance on the part of many on the Executive Council who felt that MIS managers would not want to be bothered at meetings by interacting with students. Immediately after the Founder's Conference, the Society had 609 Charter Members and 36 Charter Student Members plus the two Honorary Founding Members.

The individual membership fees were raised from the $20 set originally to $30. (Only the
publications.

The Society journal, for which a prospectus had been prepared by Bob Head late in 1968, disappeared early from the attention of the Executive Council. The Society's lack of financial resources made consideration of a journal out of the question at that time.

4. Relationship to Other Societies

The issue of relationships with other societies was important enough early in the Society's life to issue a policy statement:

"SMIS recognizes that there are numerous organizations which share its objective of utilizing information systems technology for the improvement of management performance. It is the policy of SMIS to cooperate fully with other organizations whose interests are parallel to our own. However, SMIS does not consider it appropriate to formally affiliate or ally itself with any other organization. Among the kinds of cooperation which are deemed appropriate would be the exchange of liaison representatives with other societies, cooperation in research efforts when mutually advantageous, and other forms of information interchange which might further the development of MIS technology and understanding."

Other early policy statements were that: SMIS would not make its membership list available to other organizations; establishing special interest sections or local chapters of SMIS members would require the approval of the Society's Executive Council; SMIS would not engage in the joint sponsorship of educational programs, seminars, or meetings without the council's approval. These very early policies served the Society well.

In October, 1969, Jim Emery and Roland Sullivan were appointed to serve as liaisons with the Association for Computing Machinery (ACM). At the same time, Herb Halbrrecht was appointed by the President of The Institute for Management Science (TIMS) as the liaison to SMIS.

These liaisons with the other professional societies were less critical than originally anticipated. SMIS went its way and other professional groups went theirs. Early concerns with overlap and joint work turned out to be largely "non-issues." Much later, SMIS began sponsorship of the IS academic conference, The International Conference on Information Systems. The Society also co-sponsored a successful series of seminars with the Financial Executives Institute (FEI).

5. By-Laws

Any time a new organization is formed, there is a lot of procedural work involved such as charter writing, development of by-laws, and gaining tax exempt status. Herb Schwartz had drafted a charter and by-laws. The original charter authored by Schwartz was substantially enlarged. The definition of the officer roles, their election, and determination of the quorum requirements for Executive Council meetings were set in place.

The stickiest issue was whether the by-laws could be changed by the Executive Council or if a vote of the membership would be required. Bob Head, in correspondence to Dick Dooley, wrote of his absolute opposition to asking the members to yield their by-law revision authority to the Executive Council.

The membership did approve (626 to 11) seven by-law changes in June of 1970. Among these were increasing the Executive Council membership from 11 to 14 and placing the outgoing president on the council for one year after the term of office to provide continuity of leadership.
The symbolism in the logo was described as follows. The three upcurving arrows represent the three primary growth curves that have made it necessary to develop more responsive and integrated management information systems. These are: the rapid increase of management personnel who require access to and use of management information systems; the accelerating United States gross national product, which was predicted to approach $3 trillion dollars by 1985; and the extraordinary growth in the sale and installation of computer systems.

The black field represents today, a period in which there is still much disagreement and confusion about the ultimate role of the computer in management, how best to use technology profitably, and the long-term impact which computer-based systems will have on management information practices.

The green field and single arrowhead symbolize tomorrow, and the hopeful convergence of the many disparate disciplines, sciences and methodologies that are required to design and implement computer-assisted management information systems efficiently and profitably.

**The Charter: A Direction**

The charter of SMIS was stated as:

**To foster** widespread interest in, understanding and effective utilization of information systems for the improvement of management performance. To enhance communications between management information systems directors and the senior executives responsible for management of the business enterprise. To improve information exchange between management information systems professionals and line and staff managers, educators, and systems analysts and programmers working in or interested in the field of management information systems.

**To help extend** the scope of management information systems utilization of long-range planning and management functions of our society so as to make maximum use of our national resources in developing effective and timely solutions to the large-scale interlocking problems of our local and state communities, and our nation.

**To identify** those methodologies and techniques of management information systems design and development that are most efficient and productive.

**To review and assess** technological developments that are in existence, under research and test, or on the near horizon that may affect the design and development of future management information systems.
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<tr>
<th></th>
<th>Year</th>
<th>President</th>
<th>Organization/Position</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>1969-70</td>
<td>Robert V. Head</td>
<td>Information Systems Consultant</td>
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<tr>
<td>2</td>
<td>1971</td>
<td>M. H. Schwartz</td>
<td>U.S. Atomic Energy Commission</td>
</tr>
<tr>
<td>3</td>
<td>1972</td>
<td>Dr. James C. Emery</td>
<td>University of Pennsylvania</td>
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<td>5</td>
<td>1974</td>
<td>Gerald M. Hoffman</td>
<td>Standard Oil Co. of Indiana (AMOCO)</td>
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<td>6</td>
<td>1975</td>
<td>James G. Rude</td>
<td>Management Counsel</td>
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<td>1976</td>
<td>Dr. Daniel Teichroew</td>
<td>University of Michigan</td>
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<td>8</td>
<td>1977</td>
<td>Herbert Z. Halbrecht</td>
<td>Halbrecht &amp; Associates</td>
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<td>1978</td>
<td>Reed Phillips</td>
<td>U.S. Marine Corps</td>
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<td>10</td>
<td>1979</td>
<td>Richard E. Mahin</td>
<td>Gould, Inc.</td>
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<td>11</td>
<td>1980</td>
<td>Dr. C. W. Getz</td>
<td>General Services Administration</td>
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<tr>
<td>12</td>
<td>1981</td>
<td>Robert J. Jirout</td>
<td>Chicago Board of Trade</td>
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<tr>
<td>13</td>
<td>1982</td>
<td>Frederick S. Haines</td>
<td>Rainier National Bank</td>
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<tr>
<td>14</td>
<td>1983</td>
<td>Darwin A. John</td>
<td>Scott Paper Company</td>
</tr>
<tr>
<td>15</td>
<td>1984</td>
<td>Dr. Robert A. Rouse</td>
<td>Washington University</td>
</tr>
<tr>
<td>16</td>
<td>1985</td>
<td>Carl C. Williams</td>
<td>Doyle, Dane, Bernbach, Inc.</td>
</tr>
<tr>
<td>17</td>
<td>1986</td>
<td>Peter W.C. Mather</td>
<td>Air Products &amp; Chemicals, Inc.</td>
</tr>
<tr>
<td>18</td>
<td>1987</td>
<td>Thomas E. Morin</td>
<td>Medtronic, Inc.</td>
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<tr>
<td>20</td>
<td>1989</td>
<td>John M. Hammitt</td>
<td>United Technologies</td>
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II. A SEARCH FOR STABILITY - 1971-1978

Issues of the Time

Among the problems that existed shortly after the completion of the 1969 founding conference were these:

1. A modest bank account of $25,000.00.
2. Questions as to what the Society was to be and who the target members of the Society would be.
3. A concern over whether the conference had the focus and content that it should have had.
4. Limited activity on providing services to members other than an annual conference (and the next conference was 12 months away).
5. After all the work to hold the conference, a lot of the key players on the Executive Council were tired and ready to get back to their daily jobs and activities.

The Executive Council meeting scheduled for December 12, 1969 had to be cancelled due to the lack of a quorum. In a letter to council members rescheduling the meeting for January, Bob Head expressed his distress and discouragement that several important agenda items would be delayed for at least a month.

Other statements by members of the Executive Council expressed concerns about maintaining the momentum of the Society. Alan Rowe, in a letter to Dick Dooley written in November of 1969 said:

"I do have one concern which I feel should be brought to the attention of the Council. That is, as an organization if we do not actually engage in some direct contact with our membership we will undoubtedly lose that membership. Since we can only hold a limited number of meetings, I feel it is imperative that we have more than a simple newsletter. Even though it may be very difficult and expensive, I would strongly recommend that we attempt as a minimum to provide some kind of publication that would be of help to members in the field of management information systems. Perhaps this might take the form of interviews with senior executives rather than articles, per se."

A similar concern was expressed by Bob Wilmouth in a letter to Herb Schwartz written in early January, 1970. He said:

"Let me state that I am becoming concerned about the image of SMIS. For example, the SMIS Bibliography from the University of Minnesota was dated October 21, 1969, and it finally came to my attention some time in December. There may have been a slight delay in our shop, but something is wrong when we cannot make quick decisions on matters of this type. I am in complete accord with your suggestion contained in your letter, but frankly, am afraid we will not be able to accomplish it. Who is going to edit the Quarterly Journal? Who is going to select and approve the material? If our past track record is any indication, committing ourselves to a new responsibility won't solve the SMIS problems.

I am going to make a special effort to attend our next committee meeting in Chicago, and I
delivery of this tangible, but really excellent product.

"Occasional Contributions" by members were included in the Newsletter. The first of these was by George Wienwurm and appeared in the March newsletter. It was entitled, "Professional Groups and the Society for Management Information Systems." In the July newsletter, a summary of the results of a survey conducted among persons attending the Founding Conference was published. Listed was "Critical MIS Research Projects." This is of historical note given that surveying SIM (SMIS) members on critical issues was, in the 1980s, to become a regular activity of the Society and the roots of this activity go back to 1969-70.

Book reviews were added to the newsletter. The first was a review in the July, 1970, newsletter by Jim Emery of The Successful Computer by Orlicky.

A west coast MIS symposium devoted to defining MIS was held in Los Angeles in June of 1970. The meeting was transcribed and, later a SMIS Report Number One was published containing the transcript of this meeting. The report was mailed to the membership in late 1970. Bob Head expressed the hope that this meeting would be the forerunner of other SMIS meetings organized and conducted at a local level.

One of the major activities of 1970 was an attempt to gain more institutional members. A draft letter of invitation was prepared and made available to all members of the Executive Council to send to enterprises that might be possible targets for institutional membership.

The year 1970 closed with Herb Schwartz taking over from Bob Head as the second President of the Society for Information Management Systems.

An Assessment

Looking at the minutes of the early Executive Council meetings, one is struck by how much effort was devoted to a variety of possible activities the Society could have engaged in. The minutes indicate a lot of discussion, some enthusiasm at the completion of the Executive Council meeting, and then inconsistent follow-up. One activity which sustained constant progress was the annual conference.

The second conference in Washington, D.C. in 1970 had about the same attendance as the Founding Conference, approximately 250 persons. Whereas the first conference broke even the second conference made a slight amount of money.

At the second conference, new blood was brought onto the Executive Council. One of the best ways of understanding the Society at that time (September of 1970), is to look at the Society through the eyes of these new leaders. In the minutes of the Executive Council meeting of September 15, 1970, comments by incoming Council members were recorded as follows:

Dan Couger: He has had much contact with non-members who feel that SMIS offers nothing to them except the conference. He feels that the Society would be making great progress if it could produce three or four project reports by January of 1971.

Ted Withington: SMIS should be humble, have better communication with the members and accept their suggestions.

Norm Ream: How does SMIS get top executive participation? SMIS should not associate too closely with technical societies. He suggested having regional evening meetings about six months after the conference where the president could talk to the members in order to increase communication.
Jim Emery proposed and carried out a series of SMIS Workshops/Seminars for SMIS members in key locations around the country. Emery proposed that these sessions be highly participative workshops and used the seminar title to indicate the thoughtful nature of the material. He utilized members of the Executive Council in this endeavor and the seminars were quite well received. But like the conference, the seminars were only available to a small percentage of the total membership and were an extra cost item. To provide something for the membership, the Society printed "SMIS Workshop Report Number One." This was an early chapter in a book that Jim Emery was working on and was related to the workshops he was running. Through Emery's good graces, this 48 page paper, called "Cost/Benefit Analysis of Information Systems," was sent to the membership to address their pleas for outputs from the Society.

At one of the meetings of the Executive Council, Schwartz acknowledged the contributions of the academicians on the council, Emery and Couger, as the two members of the council who came through completely and on time with their projects. That Schwartz, a practitioner, did this was notable in view of the concern among some of the Society's later leadership about involvement of academicians.

1971 closed with the Society maintaining the same number of members as in 1970, and with the Society still looking for more benefits to offer its membership. It was in this state of affairs that the Society's third president, Dr. James Emery, was installed.

1972 - DR. JAMES C. EMERY

Emery remembers his presidency as being one with continuing tension between practitioners and the academicians in the Society. Another issue Emery recalls was that of having local chapters of SMIS. He claimed at the time that such chapters would not add strength to the national organization.

One notable event during 1972 was the publication of a SMIS Special Report by Gary Dickson who served as chairman of the SMIS Publication Committee. This report contained two "occasional" contributions, one by Terrance Hanold, President of the Pillsbury Company, and the second by Jim Emery. The Hanold paper was later published in Datamation magazine and was an executive's response to what at the time was a notorious article from the Harvard Business Review entitled, "MIS is a Mirage," by John Dearden. The Emery paper dealt with defining the field of MIS. Here, the Society was able to send its members another 72 page document.

The 1972 SMIS Special Report contained a notification that the Society would have an "Award Paper Series" in 1973 that would increase publications to the membership. This activity, spearheaded by Herb Schwartz, was the first in a series of such programs to encourage the publication of high quality written material that could be made available to SMIS members.

During this year, in an attempt to make the administration of the Society more professional, a small society management firm was retained to assist with secretariat functions. This firm, named Serwe Rathje after its owners, was tried for a few months. There was a general lack of satisfaction on the part of the Executive Council about the value of the administrative benefits received from Serwe Rathje in the light of the cost.

The year 1972 was brought to a close with the annual conference held outside the United States for the only time in the Society's history. This year it was held in Montreal, Canada. The conference proceedings again listed a total of 14 Institutional Members.
hired to assist the Society in becoming more formal in its administration and in helping the Society market itself for growth. Durward Humes and Patrick Cannon of Humes and Associates were retained in 1973 to assist with the secretariat function.

The Society continued to have difficulty in maintaining a satisfactory record of timeliness in producing and distributing its conference proceedings. It was six to eight months after the conference that the Proceedings were being mailed to members. The long delay, however, did little to satisfy members hungry for Society services. Indicative of the unrest on the part of the Society's membership is the text of a letter reprinted in the August, 1973, Society newsletter. Here a member from Western Electric wrote:

"I have been a member of SMIS for the past two and one-half years and during that entire time I have yet to see something of real substantial value passed on to the practitioner of MIS. I manage a development organization whose sole responsibility is the design, development and successful implementation of a plant-wide integrated information system.

After reading the items in the Newsletter as well as attending the workshops and annual conference, I am less than impressed with the information disseminated. I feel that the Society is suspended in a cylinder filled with the influence of academic and business executives who do not have the nuts and bolts day-to-day experience that the Society needs to distribute meaningful realistic information.

Timely information is the cry of users throughout industry today, yet we have to wait until late July in order to receive the proceedings of our annual conference held back in September of 1972.

I believe that the officers and members of the Executive Council owe an explanation to the general membership concerning:
1. The inactivity of the Society.
2. The one-sidedness of the Society's council.
3. The lack of prompt dissemination of Proceedings and election results."

There are two themes in this letter worth noting. The first deals with the overall level of services and efficient day-to-day administration of Society business. The second is the issue of what the Society was to be. Here the letter writer desires a nuts and bolts practical society. Many of the Society's leaders, however, were striving toward higher level management issues and a more professional society.

The letter reflects an attitude of many of the Society's members. They were expecting something different than the leaders of the Society intended to offer. This condition was reflective, perhaps, of the state of the art of MIS practice in 1973. That is, some had a very top level vision for MIS but many practitioners were stuck in day-to-day problems. It is not surprising that the focus of the Society did not satisfy such practitioners.

Again, at the close of 1973, the Society's conference in Chicago was generally well received. Unfortunately, membership in the Society was dropping. After the 1973 conference, individual memberships in the Society were down to 783 (from about 1000), and institutional memberships at eight.

1974 - GERALD M. Hoffman

Gerald Hoffman became the SMIS President in 1974. He recalls being one of those opposed to a Society journal, but he did go along with the Management Informatics project because he felt it was potentially a worthwhile service to members. This journal did, however, become a problem for Hoffman and SMIS in an unexpected way. Not long after Management Informatics began its distribution to SMIS members, the Society was contacted by Informatics, Inc., a Los Angeles firm which produced software products. This organization threatened to sue SMIS
Dooley's request for his thoughts on the status of the SMIS as follows:

"You requested me to reflect on SMIS, and what is needed to make it the organization we want it to become. I think the primary lack can be described in one word: continuity. I think it is fair to say that SMIS has done a first-class job of every individual thing it has attempted, but the overall impact of its activities has been severely blunted by the 'start-stop' problem. There should be continuity in the Society as seen by the members. They should get material in the mail regularly. They should see a long-range plan in order to emphasize that the Society is more than a succession of disconnected activities.

There is another kind of continuity that the Society has lacked, which I hope the IIT affiliation will cure; the continuity of administration. We were better off with Humes in this regard than with Serve Rathje, Standard Oil, or First National Bank. But even at Humes, we did not have Cannon's full attention or even his secretary's. I am counting very much on you and Pat McKee to be current with SMIS activities on a daily basis so that things move forward in the ways which are perceptible to the officers and to the members."

1975 ended with the convention held in New York. Herb Halbrecht was general chairman of the conference and Peter Keen was in charge of the program. Halbrecht and Robinson wielded very tight financial controls for the conference and made money for the Society.

1976 - DR. DANIEL E. TEICHRÖW

1976 was a very active year in the Society's history, and one in which, under Dan Teichroew's leadership, the efforts of recent years began to show. The key event of this year was the annual conference in Chicago. Chaired by Bob Jirout with Richard Nolan in charge of the program (Herb Halbrecht recruited a number of the speakers), the 1976 conference attracted record numbers of attendees and substantially increased the Society's net worth. The funds were finally available at the end of 1976 to allow an increase in member services which, in turn, would ensure the viability of the Society.

In contrast with previous years, the program for the 1976 conference was set in February allowing sufficient lead time to advertise the conference. With this advanced lead time, the quality of the program, the marketing, and the central location, 322 persons attended the 1976 conference. In fact, over 100 registrations had to be turned away because of limited conference facilities.

Beginning in 1976, SMIS activities began to grow substantially. There were several very notable events:

Members Forum Publication

The Society started out with what was called a Newsletter which, in turn, became a President's Letter and, in 1976 became the Members Forum. This publication matured from being a one way vehicle into a publication belonging to the members of the Society. George Hutchinson was appointed the editor of the retitled publication.

Chapter Activity

Local chapter activity was increasing. At the third SMIS Conference in Montreal in 1972, a large contingent of persons from the Washington, D.C. area met to discuss formation of a local SMIS chapter. A luncheon meeting in April, 1973, was held in Washington to further plan such an organization. During 1973-74, this chapter rapidly took shape. Well attended monthly meetings were held and, in 1974, negotiations took place with SMIS headquarters which led to the recognition of the Washington Chapter as a national affiliate (not to be confused with becoming a nationally chartered chapter, of which the Washington, D.C. chapter was the first in 1979). By-laws
Research section) in order to satisfy the requirements of a very respectable academic journal. At this time, in 1976, there was no academic journal devoted strictly to MIS material. And the MIS academicians desperately needed a place to publish their material which had (or could establish) a quality reputation that would satisfy promotion and tenure committees.

Hank Lucas, Eric Carlson, and Arnold Kneitel were appointed as "Associate Editors" representing SMIS to assist Gary in screening submitted material for suitability. Screening out material that was too technical (computer science) or of poor quality was a major accomplishment. What this group passed onto review came to determine the content of the field of MIS.

The Members Forum of November, 1976, announced the MIS Quarterly to SMIS members. In addition, the editorial staff was announced, an initial list of reviewers published, and the editorial policy of the journal stated. A list of topical material suitable for the journal was also listed. Finally, a request was made for SMIS members to submit material to the journal and guidelines were provided on the style of submissions. After about eight years of consideration, a Society journal became a reality.

Other Events

As noted, 1976 was an active year for the Society. In addition to those events narrated above, other notable activity in this year was:

1. In September, Bill Getz was appointed to chair an "Ethics Committee" which would explore whether there was a need for a set of ethical standards and principles for the information manager. The topic of ethics in information systems was of great interest to Bill.

2. The University of Minnesota updated the President's list as of 1975. This publication was sent out to all SMIS members.

3. The workshop series continued very successfully.

4. Many committees were named (e.g., Objectives and Planning, Membership, Conference and Meetings, Chapters and Subsets, etc.) which broadened the participation of SMIS members in the Society.

Dan Teichroew, the President of the Society in 1976, set as his objective increasing the participation of members in SMIS activities. Committees and local chapters were his mechanism for accomplishing this objective. From all the activity in 1976, the objective of SMIS member participation was realized. This year was also the one in which resources were finally available to provide many services to Society members that had been under consideration since the inception of the Society. It took eight years of dedication by the key leaders and the Society's membership to get to the position that was desired from the outset. In retrospect, much was accomplished in the first decade (these eight years plus the next two).

1977 - HERBRT Z. HALBRECHT

In his address to the membership early in 1977, incoming Society President Herb Halbrecht, stated:

"I am pleased to start my term as President of SMIS with a most positive State of the Society address. We have grown substantially in both individual and institutional membership, are solvent, have embarked upon a very active chapter and special interest group development program,
Technology, was leaving that institution to take an executive position in Philadelphia. A committee chaired by George Robinson (with Dick Mahin, Jim Grace, and Reed Phillips) was appointed to look into the Society's administrative situation. The Society sent out a "Request for Bid" document to several association management firms in May of 1977, and the above committee, in June of 1977, recommended that the firm of Smith Bucklin and Associates be retained to manage the affairs of SMIS. This recommendation was accepted by the Executive Council in July, 1977.

Smith Bucklin is a very large association management firm (handling, among many others, the SHARE and GUIDE IBM user groups). Dollard Carey, who is currently President of Smith Bucklin, was to be directly responsible for the Society's affairs. Moving the Society's management to such a large and well known firm was another action made possible by the now financially healthy SMIS. The actual transfer of the Society's offices was made in the fall of 1977. Smith Bucklin and Associates has provided operational and management support to the Society ever since, increasing their involvement in Society activities each year. The consistency, professionalism, and high quality of this relationship is a current reason for SIM's strength as it moves into the future.

6. There were multiple joint sponsorships of conferences and workshops. In February of 1977, the Los Angeles chapter of SMIS and Los Angeles State University held a seminar on "Meeting Today's Realities in Managing Data Processing and Information Systems" in Los Angeles. Second, a "National Conference on Computer Systems Productivity" was held in June of 1977 in Washington, D.C., jointly sponsored with the Government Executive. Third, the Society also agreed to co-sponsor a "Conference on Very Large Data Bases" with other professional organizations. This conference was held in Tokyo in October of 1977.

Due to all the activity with other professional societies, the Society had to develop a "policy" on conferences and meetings. The policy set forth: (1) organization and membership committee, (2) the types of meetings sponsored by SMIS, (3) policies on co-sponsorship, (4) relationship between chapter sponsored meetings and the national organization, (5) financial policy, (6) meeting publications responsibilities, and (7) process on how to get a meeting approved.

7. In addition to the several very active chapters already mentioned, chapters in Monterrey, Mexico, the Pacific Northwest, Boston, Hartford, Philadelphia, Baltimore, and Cleveland began to organize and become active.

A significant event occurred at the Executive Council meeting of August, 1977, when a "Chartered Chapter" concept was approved and set in place with a procedure for chartering a chapter. For a chapter to gain recognition from the Society, the chapter would have to submit a standard application to the Society for approval.

Herb Halbrecht's year as the President of SMIS closed very successfully and, by 1977 a base for the future success of SMIS was firmly established. One of the more notable of Halbrecht's achievements was to arrange a session for SMIS members to contribute to President Carter's project for the reorganization of the Federal government. The following press release, dated October 31, 1977, came from the Executive Office of the President, Office of Management and Budget, President's Reorganization Project, Washington, D.C.:

"A group of top computer executives from private industry met in the Roosevelt Room at the White House today with President Carter's government reorganization leadership. The Society for Management Information Systems, an association of senior executives that have..."
described as "deep regrets," the site of the 1979 conference was relocated to Minneapolis.

Another activity in 1978 was the co-sponsorship along with the University of Arizona of a National Conference on Information Systems Development. This conference was held in Tucson in February of 1978. Thirty papers by academicians and practitioners were presented in the two day conference. "The primary objective of the SMIS-UA National Conference on Information Systems Development was to bring together management and supporting practitioners with researchers for exchange of ideas and experiences." The 150 page conference proceedings was made available to SMIS members on demand from national headquarters.

During 1978, the SMIS Paper Competition continued collecting papers for consideration. The award was scheduled to be made at the 1979 annual conference in Minneapolis. At least a $5000.00 first prize was assured by support from organizations for this project by Herb Halbrecht. The long lead time between the announcement of the award and bestowing it was to ensure authors sufficient time to prepare suitable papers (particularly since a major objective was to solicit work from practitioners). In announcing the award, the committee indicated that the work could take the form of:

A management information system
An approach to developing information systems
A technique for improving MIS activity
A technique for management of MIS -

that has been implemented
that has been evaluated
that has had significant beneficial impact on the user organization.

1978 closed with another very successful annual conference in Washington, D.C., attended by 260 persons. This was the first year during which the Society had all of its desired member services in place and was operating relatively smoothly. In many ways, 1978 was the end of an era during which the Society, having been founded, searched for and eventually reached stability. 1978 was the first year during which the Society had all of its desired member services in place and was operating relatively smoothly.
<table>
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<th>Year</th>
<th>Conference Details</th>
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| 1969 | Minneapolis, Minnesota Founder's Conference "Bridging the Gap Between the Management Function and Information Systems Technology"  
Chair: Dr. James C. Emery, Professor of Industry, Wharton School of Finance & Commerce  
Keynote: Congressman Jack Brooks, House of Representatives |
Chair: Joseph Cunningham, Chief, ADP Management Branch, Executive Office of the President, Office of Management & Budget  
Keynote: Dr. Clarence Walton, President, The Catholic University of America |
| 1971 | Denver, Colorado "Identifying Universal Principles in MIS Designs"  
Chair: Dr. Daniel Couger, Professor of Management & Computing Science, University of Colorado  
Keynote: M. H. Schwartz, Director, Division of Management Information & Telecommunications Systems, U.S. Atomic Energy Commission |
| 1972 | Montreal, Quebec "Information Systems and Organizations Structures for Operational Planning and Control, Tactical Planning and Control and Long Range Planning and Control"  
Chair: Paul Dixon, Director, Management Information Systems, Massey Ferguson Limited  
Keynote: Herbert R. Balls, Deputy Minister of Services and Deputy Receiver General for Canada, Department of Supply and Services, Government of Canada |
Chair: C. Mader, Assistant Chairman and Assistant Professor of Management, The Wharton School  
Keynote: John Reed, Executive Vice President, First National City Bank |
Chair: Dr. C. W. Getz, Regional Commissioner, Automated Data and Telecommunications Service, General Services Administration  
Keynote: Marshall McLuhan, Professor and Director, The Center for Culture and Technology, University of Toronto |
| 1975 | New York City "Managing Information for Today's Top Management and Tomorrow's Bottom Line"  
Chair: Herbert Halbrecht, President, Halbrecht & Associates, Inc.  
Keynote: Thomas Ware, Former Chairman of the Board and CEO, International Mineral and Chemical Corporation |
Chair: Robert J. Jirout, Director of Data Processing, City of Chicago |
9. 1977  **Los Angeles,** California "MIS Productivity: Achieving Gains in Efficiency and Effectiveness Through MIS"
Chair: Donald G. Malcomb, Dean, School of Business & Economics, California State University
Keynote: C. Jackson Grayson, Chairman, American Productivity Center

10. 1978  **Washington, D.C.** "MIS: The Universal Organizational Resource"
Chair: C.O. Smith
Keynote: Congressman Jack Brooks, House of Representatives

11. 1979  **Minneapolis, Minnesota** "MIS and the Bottom Line"
Chair: Darwin A. John, Director, Management Information Services, Scott Paper Company
Keynote: Mark H. Willes

12. 1980  **Philadelphia, Pennsylvania** "Putting It All Together"
Chairs: Dr. James C. Emery, The Wharton School, University of Pennsylvania, and Arnold M. Kneitel, E.I. DuPont de Nemours & Company
Keynote: Robert M. Price, President & CEO, Control Data Corporation

Chair: Robert Wilmouth, Chicago Board of Trade

14. 1982  **Chicago, Illinois** "Strategic Planning and Information Management"
Keynote: John Diebold, Chairman, Diebold Group, Inc.

15. 1983  **San Diego, California** "The Human Dimension"
Chair: Linda Mannherz, Systems Consultant, Scott Paper Company
Keynote: Kenneth Blanchard, Ph.D., President, Blanchard Training & Development

16. 1984  **Chicago, Illinois** "Charting the Course: Mastering the Islands of Information Technology"
Chairs: Jim Johnson, Manager of Planning & Data Administration, General Mills, and Jim Vanderholm, Director, Systems Services, General Mills
Keynote: Warren McFarlan, Professor, Graduate School of Business, Harvard University

17. 1985  **Boston, Massachusetts** "Managing the Explosion: End-user Computing and Emerging Technologies"
Chairs: Thomas Gerrity, Index Systems, and Eevelyn Arkush, Index Systems
Keynote: Jack Rockart, Director, Center for Information Systems Research, MIT

18. 1986  **Dallas, Texas** "Information Management - Approaching the Year 2000"
Chair: John White, Vice President, Information Systems & Services, Texas Instruments, Inc.
Keynote: Admiral Bobby Inman, Chairman, President & CEO, Microelectronics & Computer Technology Corporation

32
19. 1987  **Seattle**, Washington "Beyond Planning: Implementing the Vision"
**Chairs:** Tony Berger, Director, MIS, Simpson Timber Company, and Ken Smith, President, Management Information Services Group
**Keynotes:** Robert L. Dryden, President, Boeing Computer Services, and William H. Gates, Chairman, CEO and co-founder, Microsoft Corporation

20. 1988  **Minneapolis**, Minnesota "Breaking out of the Mold"
**Chair:** Ed Frandle, Director, MIS, Data Card Corporation
**Keynotes:** William G. McGowan, Chief Executive Officer, MCI Communications Corporation, and Dr. William Freund, Senior Vice President & Chief Economist Emeritus, The New York Stock Exchange

21. 1989  **Atlanta**, Georgia "Information Technology Driving the New Business Reality"
**Chair:** Dr. James A. Senn, Director, Information Technology Management Center, Georgia State University
**Keynote:** Dr. Henry Kissinger, Chairman, Kissinger Associates, Inc.
III. ACHIEVING THE VISION - 1979 - 1989

During the start-up period from the initiation of the Society in 1968 until 1978, a search for growth in member services and in financial stability was paramount. Once most of the financial problems had been solved by conference and institutional membership income, the focus continued on expanding member services. The formation of the MIS Quarterly, the Award Paper Series, and the Institutional Member Conference illustrate this emphasis in the Society. Starting with Reed Phillips' presidency and continuing over the next few years, the major concern of the Society can be characterized as "searching for better management of the Society." The presidencies following Phillips reflect this emphasis.

During 1979 when Richard Mahin was President and 1980 when Bill Getz was President, there was increased emphasis on planning for the Society. Mahin, for example, stated in his President's Message of 1979 that, "The Executive Council will continue its formalization of policies and procedures." The management training center at Gould Inc., where Mahin was the top I.S. executive, was used in May of 1979 and for several years thereafter to host planning meetings. Bill Getz, as President-elect, chaired the long range planning committee. During Mahin's presidency, chapter relationships were solidified and institutional membership increased.

Bill Getz set out several objectives to be accomplished during his term as president in 1980. These included:

1. Increase the participation of SMIS chapters in the management of the Society, and concurrently, improve the communications between the chapters and the national offices.

2. Provide leadership and sponsorship of activities in research and education in information systems.

3. Increase individual and institutional membership.

4. Conduct a high quality Annual Conference and Institutional Member Conference.

5. Improve services to members.

6. Remain financially sound.

Bob Jirout followed Getz as president in 1981. He credits Bill Getz for establishing a three year planning structure and, in his first President's Message characterized 1980 as being a year of "introspection" for SMIS.

In a letter responding to input for this history, Bob states,

"As you might recall, I became involved purely by accident. The Society was in financial trouble (I did not know it at the time) and SMIS was looking for someone to manage their upcoming 1976 annual conference. In retrospect, the group took a big risk going with an unknown. The conference, in my mind, was more than just financially profitable. I provided what appeared to be a new confidence by disposing of a major problem -- dollars. After the conference, I was placed on the Executive Council. In those early years we began taking some of our own advice by discussing such things as mission statement, planning, and budgeting. In fact, we began annual planning sessions in 1979. Bill Getz forced us to document our mission and longer term objectives. This "new" emphasis was communicated and helped recruit
members in some form of chapter activity. This effort was largely successful. The Society permanently changed. My one failure was my inability to rescue the 1984 annual conference; a last minute city change (prompted by the Legionnaire's Disease outbreak at the selected conference site) and a disastrous failure to provide continuity to the annual conference process doomed that event to financial and program disappointments; heroic efforts by Conference Chair Jim Johnson could not overcome the lack of continuity."

In 1985, Carl Williams, the Society's 16th President, took up Darwin John's call for establishing the process of site selection and program construction for the annual conference. During 1984, he set the stage for chapter sponsorship of the annual conference and established a planning calendar with continuity from program to program. Williams also cemented chapter participation in the Society's governance by his attention and effort. He also worked hard to get the international character of SIM established and to include an Educational Foundation.

In a letter contributing to this history, Herb Halbrecht remembers,

"For several years I had been concerned about the lack of technological literacy, and in particular computer literacy, on the part of many American youngsters who end up not being even close to being prepared to enter the technological work force. I had suggested to Carl Williams that it would be a great idea if we could develop some kind of project so that SIM people with computers donated by companies could go into the inner city areas in a number of communities to provide assistance and an introductory education to the computer world. Even if our own members were not able to or interested in doing so, I had thought it would be a great idea to at least establish interest on the part of our members in an Educational Foundation. One day in 1985 Reed Phillips and I were schmoozing about a whole range of topics. He mentioned that the Bureau of Indian Affairs is under the Department of Commerce. I immediately suggested that to avoid all possible controversy and bias, we start a project to provide computers and computer assistance to Native Americans (Indian) who are in the educational system on various reservations. They were very receptive and so was SIM. What happened subsequently is a matter of record -- news releases, donated computers from members, and the bringing of one of the educational heads to the SIM Conference."

Peter Mather, President, 1986, continued a process of careful coordination and communication between the President Elect, the current President, and the Past President. This group of leaders (Messrs. John, Rouse, Williams and Mather), working together in the mid-80's brought SIM to its highest level of achievement. The process extended to Tom Morin and was institutionalized at that point. Also during Mather's leadership the Society became an international organization with chapters in London and Singapore. The Society's promotional material for recruiting individual and institutional members was completely reworked. This put the Society in a better professional light with senior I.S. executives and increased the Institutional Members by 60 in one year to over 200. It has continued to grow.

Just how far the Society had come by 1987 is indicated by President Tom Morin's recollections that, during his presidency, the emphasis was on "continuing the process" that was in place. New activities during Morin's tenure included the first publication of a Society Annual Report and the selection of the first winners of the Partners in Leadership Award.

Paul Berger, the Society's President in 1988, summarized the status of the Society:

"We've learned from various success stories that a clearly defined and closely followed mission is a key to success. During 1987, SIM's Board of Directors invested much thought and effort into defining our vision and mission as expressed in this statement: 'To provide leadership and education in the successful use of information technology to meet organizational objectives'."
wide range of attendees with a specific interest in MIS. During the first full season, the chapter had a "club" status as a local group. Negotiations with national SMIS led to the acceptance of the Washington group as a recognized affiliate. A by-laws Committee was formed and the set of by-laws which were subsequently formulated were approved by the local membership and submitted to national SMIS for approval. The chapter by-laws were published in the spring of 1974. A bank account was also opened for fund deposits and disbursements.

A newsletter was published monthly providing administrative information, a synopsis of the previous speaker's presentation and an introduction of the forthcoming luncheon speaker. An average of 200 copies were mailed out monthly during the first year. A new newsletter format was developed in 1975 and the newsletters were commercially printed as the average number mailed was expanded to 500.

Whereas the attendance at luncheons the first year averaged between 35 and 45, attendance the second year averaged 45 to 75 with the largest group, 150 people, turning out to hear Donn Parker of Stanford Research Institute.

Later, the chapter had stationery and envelopes printed using the national SMIS logo and the local chapter title. During the 1975-76 season, the chapter sponsored a local workshop. The chapter continued to prosper and, in 1979 was the first one chartered by the national Society.

The local chapter concept continued to grow and prosper. In 1980, the first of several teleconferences was held with local chapter representatives. In the mid-1980's, meetings were scheduled in association with the national conference for chapter representatives, and chapter visitations were held by several Society presidents and a Smith Bucklin representative, Kim Svevo. In 1987, Bob Riggs was named by the Society as a "Chapter Ambassador" and charged with the responsibility of working on chapter issues and relationships on a part-time basis. In 1988, Jim Scott assumed this position.

As with other areas such as relations with the academic community, the nature of the membership, and the day-to-day management of the Society, the chapter concept has not been without controversy. One instance which demonstrates some of the difficulties that had to be resolved involved two competing groups from Southern California, each with a different focus, who wanted to be local chapters. One group wanted its chapter membership to be exclusive and represent only one senior IS person from each organization. The competing group wanted a much more open membership (including academicians). After much consideration at the Executive Council level, the decision was made to support the exclusive chapter membership concept. This concept has spread to others chapters, the Upper Midwest Chapter being an example.

Overall, the chapter concept has been a great success, and is now the backbone of the Society. As of this writing, there are over 20 U.S. chartered chapters and three international chapters with charters. In addition, there are several more newly forming U.S. chapters.

Award Papers

Recall that, in 1978, SMIS President Herb Halbrecht had raised money to support an award paper competition. Because of the long lead time to have papers written and to be judged, the actual award was made at the annual conference in September of 1979. You may also recall that, in actuality, this was the second award program instituted by the Society. In 1973, Eric Carlson won the first award and his paper was published in Management Datamatics. That award program ran only one time. Much more publicity and management was given to the new award program.
In the summer of 1979 at a small conference in Denver held by The Institute of Management Sciences (TIMS) for its "College on Information Systems," several academics began to discuss the need for an annual conference. Such a conference was needed, the argument went, because many academicians related to the MIS field did not know one another and had no mechanism for face to face communication. The reason was that those who were quantitatively oriented went to one set of meetings, those who were computer science oriented to another, and those who were managerially oriented to still another set of meetings.

Three academicians, Marty Bariff (Case Western Reserve University), Gary Dickson (University of Minnesota), and Eph McLean (UCLA) discussed having such a conference. A follow-up meeting in Minneapolis produced a plan for holding a planning meeting for a national academic MIS conference. The planning meeting took place at UCLA in the spring of 1980 and was attended by 25 leading MIS academics and practitioners. The two day planning meeting brought forth the commitment to hold a national conference late in the year.

SMIS was approached as one potential sponsor of the meeting along with TIMS. These two organizations provided support and administrative functions for the meeting which was held in Philadelphia in December of 1980. SMIS guaranteed financial backing should the conference experience difficulty in becoming self supporting (the first meeting did pay for itself). To facilitate academic interaction, SMIS created the Committee on Research and Education in Information Systems (REIS). Richard Mahin represented SMIS in supporting the conference for MIS academicians.

One hundred and twenty-five persons (including past officers of SIM, Messrs. Darwin John, Paul Daverio, Bob Jirout, and Dick Dooley) attended the conference, called The International Conference on Information Systems (ICIS). The first conference was such a success that it is now an institution and regularly draws over 1000 attendees. SMIS has continued to play an important supporting role in the conference, especially by working with the ICIS "Doctoral Consortium" and being the primary sponsor since that first session. Jim Scott played a major role in the on-going liaison between the Society and the MIS academic community.

Name Change

In September of 1981, a Members Forum announcement indicated that consideration was being given to changing the name of the Society. A clearer focus of the Society's purpose and image in the profession were given as motivations. Members, in a vote, were given the following four choices:

No change

Society for Information Executives

Society for Information Management

An "open" write-in choice

In March of 1982 SMIS President Frederick Haines announced that 327 of 447 returned ballots favored a change of name. A transitional committee was appointed to report at the Society's long range planning committee meeting in April, 1982, recommendations for the process of changing the Society's name.

The name change to the Society for Information Management was made official at the 14th annual conference in Chicago. A voice vote at the meeting carried the motion to officially adopt the new name. The old logo was retained. The characters "SMIS" were dropped from the top of
membership on its activities and financial status. Looking much like a corporate annual report, and published in full color, this document fully details the mission and nature of the Society as well as reporting on its activities and financial status. In the 1988 annual report, the Society’s 19th President, Paul Berger, stated:

"In 1988, SIM celebrated its 20th anniversary. However, while it’s important to recall our history, SIM’s thrust has always been to keep moving ahead with our rapidly changing profession. The Society continues to focus its attention on the key issues and concerns of our profession’s leaders; and, in answer to their needs, is leading in identifying the direction of the IS field and providing meaningful programs to help our members grow."

Keeping this statement in mind, it is appropriate to conclude this document with a vision of what the Society’s future might contain.
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<thead>
<tr>
<th>Date</th>
<th>Chapter Name</th>
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<tr>
<td>May, 1979</td>
<td>Capital Area</td>
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<td>Chicago</td>
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<td>September, 1979</td>
<td>Pacific Northwest</td>
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<td>June, 1981</td>
<td>Boston</td>
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<td>December, 1982</td>
<td>Greater New York</td>
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<td>October, 1984</td>
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<td>October, 1984</td>
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<td>February, 1985</td>
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<td>March, 1985</td>
<td>Dallas</td>
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<td>September, 1986</td>
<td>Northern California</td>
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<td>Upper Midwest</td>
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<td>September, 1986</td>
<td>Indianapolis</td>
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<td>May, 1987</td>
<td>Europe</td>
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<td>October, 1987</td>
<td>Alabama</td>
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<td>October, 1987</td>
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<td>October, 1987</td>
<td>Detroit</td>
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<td>February, 1988</td>
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<td>February, 1988</td>
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<td>October, 1988</td>
<td>Memphis</td>
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<td>October, 1988</td>
<td>North Carolina</td>
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<tr>
<td>February, 1989</td>
<td>Cairo, Egypt</td>
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IV. THE FUTURE - 1989 - AND BEYOND

A number of individuals who played an important part in the Society's creation, evolution, and success were asked to consider what the Society for Information Management ought to deal with in its next 20 years. Now that we have looked back 20 years into the Society's history, this history will conclude by looking ahead. When asked about some of the challenges facing SIM in the next 20 years, these are some sets of opinions that were offered:

"We've almost succeeded too well in getting top management plugged into computer technology. Top managers are almost too much involved in the application of information technology. I wonder how effective this has been? Some of my other notions are: In the past 20 years, the idea of "total" systems has disappeared, but not much better has come along to replace it. The role of IS director is still in question. The CIO concept has not taken hold."
Robert Head, Founding Member and 1st President

"There is still a tremendous need to understand how to produce and apply information to management. MIS is an art that hasn't been perfected."
Robert Stevens, Founding Member

"SIM should continue to work on the human vs. technology issues in IS. A deep issue that deserves concern is the dissolution of the large central IS group. We may return to a form somewhat like the open shop of the 1950s, but with new technology. The issue to be dealt with is how to manage the transition gracefully to end-user computing with the central group providing services (facilities, equipment, software, and tools)."
M. Herbert Schwartz, Founding Member and 2nd President

"A key issue to be dealt with is the nature and role of the CIO. There is no analog with operations research. We must also deal with the "phony" rap that IS does not understand business needs. Of course they do. There is also a lack of appreciation of technology on the executive manager's part."
James C. Emery, Founding Member and 3rd President

"In my view, the organization has become more technical than I thought it would. I would like it to be more general for executives."
Robert Wilmouth, Founding Member

"Many of the concepts and dreams of the founding era took years to be accepted or implemented widely. We were very early with our ideas and efforts. The next 20 years should see, first of all, much more rapid, even complete, assimilation of technology into all activities and careers. Second, I believe we will see technology become much more humanized as well as integrated, e.g., speech, visuals, handwriting, deep customization, etc."
Richard E. Dooley, Founding Member and 4th President

"What is the optimal size (given the enterprise) for the IS shop? Another issue to be dealt with is the tremendous demand for desktop technologists. Finally, to handle the end-user computing vs. the central IS shop, we need an "amoeba theory." We're in cell division. One more word for SIM and that is to find ways to communicate to, or serve, other than the huge enterprises."
Gerald Hoffman, 5th President

"I do not believe the Society would ever have survived without academia. In the early days I had a real concern that not enough academics were becoming involved. I did not ever believe that there was concern that academics were attempting to take over the Society. In
standards rather than letting the vendors play this role. Finally, work on the meaningful use of new technologies such as artificial intelligence. In this case, I mean how AI can be practically applied. I call this 'visualizing' the concept."
Frederick Haines, 13th President

"A challenge for the Society in the future is to avoid becoming a group of "closed loop doers" (an "old boys" network). A second idea (to quote someone named Bill) is to 'Be Great in Act as You Have Been in Thought'."
Darwin John, 14th President

"The greatest challenge for the Society is staying alive in a world where the information rules are changing. Specifically, the question is, 'Will the IS executive retain leadership in the new, decentralized environment?' Additionally, SIM must assist the members in coping with the globalization and ubiquitous nature of information technology."
Robert Rouse, 15th President

"The Society should be more aggressive in its role of advocacy of certain positions or programs. Some individual members may get involved in an issue, but the Society has not been able to do this as a unit. Another thing would be to take a very proactive role in mainstreaming the MIS manager to manage the technological infrastructure. The infrastructure is moving out into the user community, and we need to know how to manage this shift."
Carl Williams, 16th President

"Three major challenges facing SIM:

1. To continue to differentiate itself from organizations competing for the target membership of senior I.S. executives.
2. To provide valuable insights to I.S. executives and their successors on major contemporary issues.
3. To maintain a solid base of senior I.S. executives who are willing to contribute their time and talents to the Society and in so doing repay the profession for the success that they have enjoyed."
Peter W.C. Mather, 17th President

"The Society must continue to represent the IS professional consistent with what's going on in the business world. The Society could get too futuristic and not represent reality. Currently, IS in the world of acquisitions and consolidations is a topic worthy of consideration."
Thomas Morin, 18th President

"Maintain a position as a leader in management aspects of IS. Also, to determine how use of information technology pays off in a management environment. Finally, we must represent our profession to business as a whole."
Paul Berger, 19th President

"As we enter our third decade, SIM International continues demonstrating resilience and adaptability which are hallmarks of exceptional leaders. Importantly, we have also learned and grown stronger from our challenges over the past 20 years. I'm personally excited about SIM's growing role as the premier organization representing the best and most talented of the systems profession. We have a unique opportunity, through this alliance, to help each of us be more successful while also inspiring future leaders to surpass today's high standards."
John Hammitt, 20th President
<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
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<tr>
<td>1968</td>
<td>Society founded</td>
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<td>1969</td>
<td>First Annual Conference conducted</td>
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<td>1971</td>
<td>National workshop and seminar program established</td>
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<td>1977</td>
<td>First edition of <em>MIS Quarterly</em>, the journal published jointly by the Society and the MIS Research Center at the University of Minnesota</td>
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<td>1977</td>
<td>The Society established formal relationships with the local and regional Chapters that had been started in several areas by members</td>
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<td>1978</td>
<td>Institutional Member conference was established, supporting organizational memberships to supplement the individual membership program</td>
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<td>1979</td>
<td>Award Paper competition established to encourage practical experience papers from professionals in the field</td>
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<td>1980</td>
<td>Society helped develop and sponsor the International Conference on Information Systems, oriented toward the research and educational side of the profession</td>
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<td>1981</td>
<td>The Society began to sponsor and fund significant research projects in the field</td>
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<td>1982</td>
<td>Name change to Society for Information Management</td>
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<td>1983</td>
<td>Major steps taken to increase communications and linkages with Chapters, including a greater role for Chapters in policy and governance</td>
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<td>1984</td>
<td>Society established an Education Foundation to raise money and provide leadership for worthwhile projects</td>
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<td>1984</td>
<td>Society launched <em>Spectrum</em>, a new monograph series oriented to the needs of practitioners</td>
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<td>1984</td>
<td>Society publication, <em>Members Forum</em>, keeps members informed of SIM activities nationwide</td>
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<td>1985</td>
<td>The SIM Education Foundation presented its first donation</td>
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<td>1986</td>
<td>Society strengthened its Institutional Member Program offering institutional members a new IM Exchange newsletter and IM directory</td>
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<td>1986</td>
<td>Premier issue of <em>SIM Network</em> published</td>
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<td>1986</td>
<td>SIM attracted CEO’s from AT &amp; T, MCC and DEC at Annual Conference</td>
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1987 - SIM created new "Partners in Leadership" award for Chief Information Officer-Senior Executive Officer team

1987 - SIM obtained leadership and spokesman position in field, as members are quoted more frequently in Wall Street Journal, Business Week, and industry publications

1987 - First conference was held in Europe, sponsored by SIM/Europe and the Conference Board

1987 - SIM sponsored first regional meetings

1987 - SIM sponsored human issues research study with Cognitech

1987 - First SIM Chapter Ambassador hired to help initiate chapters in major metropolitan areas which lacked them

1988 - SIM Presidents chapter visitation plan initiated leading to international visits to over half of SIM's chapters in 1988
The Society for Information Management unveiled a new logo in 1988 to coincide with its twenty year anniversary. The Society felt that on the occasion of the twenty year anniversary, a new look should be created to manifest the true essence of SIM’s philosophy. The current logo was chosen because it best represented the contemporary, executive image the Society wishes to maintain.