

RESUMÉ

JOHN LESLIE KING

January, 2014

William Warner Bishop Collegiate Professor of Information
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GENERAL INFORMATION

Personal and Education

Born: August 22, 1951
Citizenship: United States
Ph.D. Administration, Graduate School of Administration, UC Irvine, 1977.
M.S. Administration, Graduate School of Administration, UC Irvine, 1974.
B.A. Philosophy, UC Irvine, 1972.

Academic and Related Work Experience

Professor, School of Information, University of Michigan, 2000-present (named W.W. Bishop Professor in 2008)
Vice Provost for Strategy, University of Michigan, 2009-2011.
Vice Provost for Academic Information, University of Michigan, 2006-2009
Dean, School of Information, University of Michigan, 2000-2006.
Fulbright Distinguished Chair in American Studies, Johann Wolfgang Goethe University, Frankfurt am Main, 2005
Senior Science Advisor (Consulting), National Science Foundation, 2003-2008.
Canon Visiting Professor, Nanyang Business School, Singapore, 2000.
Professor, Information and Computer Science (75%) and Graduate School of Management (25%), and Research Computer Scientist, Center for Research on Information Technology and Organizations (CRITO), University of California, Irvine. 1988-2000. (Associate 1984-1988; Assistant 1980-1984.)
Vice-Dean, Graduate School of Management, UCI, 1997-98. Responsible for academic programs and personnel.
Dean (Interim), Graduate School of Management, UCI, 1997.
University Librarian (Interim), October, 1991-July, 1992. (In charge of all library activities at the UCI Campus; budget of \$13 million and over 200 staff.)

Marvin Bower Fellow and Visiting Professor, Harvard Graduate School of Business Administration, 1989-90.

Chair, Information and Computer Science, University of California, Irvine. 1984-1989.
(Like Dean, reporting to the Executive Vice Chancellor; program became the Donald Bren School of Information and Computer Sciences in 2002.)

Associate Research Specialist, Public Policy Research Organization, University of California, Irvine. 1976-1980

Lecturer, Graduate School of Administration, University of California, Riverside. 1977-1978

Administrative Analyst, Public Policy Research Organization, University of California, Irvine, 1974-1976.

Professional Honors

Honorary Doctorate in Economics and Business, Copenhagen Business School, 2009

Elected Fellow of the American Association for the Advancement of Science, 2007

Fulbright Distinguished Chair in American Studies, Germany, 2005

Elected Fellow of the Association for Information Systems, 2005

Canon Visiting Distinguished Professor, Nanyang Business School, Singapore, 2000

IFIP Silver Core Award, 1999

Marvin Bower Fellowship, Harvard Business School, 1989

UNIVERSITY TEACHING AND SERVICE

University Courses Taught

Policy Analysis

Information and Control

Doctoral seminar in information

Introduction to computing and programming

Doctoral proseminar in information and computer science

Management information systems

Decision support systems

Advanced information technologies for management

Economics of computing

Management of computing

Technology, administration, and public policy

Managerial finance

Fiscal and budgetary management

Foundations of research in computer science

Research methods

Other Teaching

Frankfurt University, 2005

Nanyang Technological University, Singapore, 2000

International Conference on Information Systems Doctoral Consortium Faculty, 1986, 1989, 1990, 1997, 1998
 Scandinavian PhD Consortium on Information Systems, 1996, 2003, 2009
 Academy of Management OCIS Doctoral Consortium, 2004
 Executive Education, Duke University Fuqua School of Business, 1995-1997
 Executive Education Program, University of California, Berkeley, 1992- 1998
 Executive Education Program, University of California, Los Angeles, 1994-1996
 All-Finland Ph.D. Information Systems program, 1994-95
 Institut Theseus, Sophia Antipolis, France, 1992-1999
 Harvard Graduate School of Business Administration Doctoral Program, 1990

University Service - University of Michigan

Undergraduate Program Director, School of Information, University of Michigan, 2012-
 Elected Dean's Advisory Committee, School of Information, University of Michigan, 2011-12
 Co-Creator and Member of Executive Committee, HathiTrust 2009-2012
 Executive Committee, Phoenix Memorial Energy Institute, 2008-2011
 Steward for Learning/Teaching, IT Governance Council, 2009-2010
 Chair, Public Goods Council, 2009-2010
 Chair, IT Security Council, 2006-2010
 Chair, Privacy Oversight Committee, 2006-2010
 Academic Program Group, 2000-2011
 Steering Committee, National Center for Institutional Diversity, 2003-2007
 Presidential Task Force on Multidisciplinary Teaching, 2004
 Advisory Committee on Institutional Diversity, 2004
 Law School Dean Search Committee, 2003
 EVP-CFO Search Committee, 2002-2003
 Executive Board Member, Institute for Social Research, 2001-2005
 Interim Director, U-M Media Union, 2000-2003
 Media Union Executive Committee, 2000-2005
 Co-Chair, President's Information Revolution Commission, 2000-2001

University Service - UCI

Information and Computer Science Department – department executive committee; space planning; assisted in coordinated experimental research grant proposals; extramural relations committee; elected representative to Academic Senate; Associate Chair for Undergraduate Studies; Department Chair.
 Graduate School of Management– chair of the PhD committee; computing support; personnel committee; Faculty Board; Interim Dean and Vice Dean; Taco Bell Chair search committee.
 UCI campus –Parking and Transportation Advisory Committee; Council of Deans and Directors; Chair of Electrical Engineering Search Committee; Executive Vice Chancellor's Advisory Committee on Academic Computing; Chair, Council for Interschool Curricula; Chief Executive Roundtable; Executive Committee of Chief

Executive Roundtable; Executive Vice Chancellor Search Committee; Vice Chancellor of Research Search Committee; Dean of Extension Search Committee; Committee on Privilege and Tenure³; Senate Committee on the University Library; Committee on Planning and Budget; Biological Sciences Dean Search Committee; University Librarian Search Committee; Joint Administration/Senate Task Force on Informatics at UCI; Committee on Academic Personnel (university promotion and tenure committee).

UC System –University-wide Committee on Planning and Budget; Member of University-wide Task Force on the Future of the UC Libraries; Member of the System-wide Library and Scholarly Information Committee; Chair, University-wide Committee on Libraries; Life Sciences Informatics Working Group.

Professional Affiliations

American Library Association (ALA)
 Association of Library and Information Science Educators (ALISE)
 Association for Computing Machinery (ACM)
 American Association for the Advancement of Science (AAAS)
 Association for Information Systems (AIS)
 The Institute for Management Sciences and Operations Research (INFORMS)
 The Academy of Management (AOM)

Professional Service

Rapporteur, National Research Council meeting on Public Access to Federally-Supported Data, May, 2013.
 Committee Member, National Academies Study, “Science of Team Science,” 2013-2014.
 Board, Lexington College, Chicago IL 2011-2014.
 Board, Michigan Virtual University, 2001-2014.
 Advisory Committee for Cyberinfrastructure, NSF, 2007- 2012
 Advisory Board, Center for Science, Technology and Society, Santa Clara University, 2006-2012
 Reverse Site Visit, GENI Project, National Science Foundation, 2012 (Chair)
 Foresight Panel, Copenhagen Information Technology University, 2002-2014.
 Computer-Supported Cooperative Work Conference Program Committee, 2011-13
 Review Committee, Ontario College of Art and Design, Toronto, April 2011.
 Planning Committee, EDUCAUSE Computer Policy and Law, Ithaca, July 2012.
 International Advisory Panel, School of Computing, Singapore National University, 2011.
 Executive Committee, Knight-Wallace Fellows Program, U. Michigan, 2009-2014.
 Future Science Opportunities in Antarctica and the Southern Ocean, National Research Council, Committee Member, 2010-2011.
 Committee of Visitors, NSF Office of Cyberinfrastructure, 2011
 Review Committee, Department of Computer Science, University of Colorado Boulder, 2011.
 Review Committee, Department of Computer Science, Purdue University, 2011.

Committee of Visitors, NSF Division of Social and Economic Sciences, 2011.
 NSF Task Force (Co-Chair) on Cyber Science and Engineering, 2009-2010.
 Reverse Site Visit, NSF GENI Project (Chair), 2009.
 Committee of Visitors (Chair), NSF Science of Learning Centers, 2009.
 Committee of Visitors (Chair), NSF Office of Cyberinfrastructure, 2008.
 Council of the Computing Community Consortium (CCC), 2006-2010.
 Committee of Visitors (Chair), NSF Div. of Social and Economic Sciences, 2007.
 President's Committee of Visitors, University at Albany, SUNY 2006.
 International Advisory Committee, University of Dubai, 2005-2010.
 Executive Committee, Institute for Social Research, U. Michigan, 2002-2005.
 International Advisory Committee, College of Information Technology, United Arab
 Emirates University, 2002-2009.
 Advisory Committee for NSF Directorate of Social, Behavioral and Economic Sciences,
 2004-2007
 Association for Information Systems Blue Ribbon Panel on the future of the
 Information Systems field, 2003-2004
 Deans and Directors Group of ALISE (Chair), 2004
 External Reviewer, Copenhagen Business School, 2004
 Board of Directors, Computing Research Association, 2003-2005.
 Government Affairs Committee, Computing Research Association, 2002-2012 (Chair
 2005-2006).
 Securing the Freight Transportation System Information Infrastructure, National
 Research Council, 2002-2003.
 Advisory Committee for NSF Directorate of Computer and Information Science and
 Engineering, 2002-2007.
 Advisory Committee of the Human Computer Interaction Institute, Carnegie Mellon
 University, 2002-2004.
 Annual Meeting Scientific Program Committee, American Association for the
 Advancement of Science (AAAS), 2001-2004.
 Selection Committee for the LEO Award, Association for Information Systems, 2001-
 2003, 2007-2009.
 Carnegie Mellon University External Advisory Board for the H. John Heinz III School of
 Public Policy and Management, 1997-2009.
 Committee on Enabling Transportation Research, National Research Council,
 Transportation Research Board, 1998-99.
 Steering Committee, National Science Foundation Workshop on Digital Government,
 1998-99
 Committee on Intermodal Transport Policy Options, National Research Council,
 Transportation Research Board, 1996-97.
 Group-97 Conference, member, Program Committee, 1996-97
 Nominator, Nobel Prize in Economics, 1996 - 2007
 Nominator, The Kyoto Prize, 1995 - 2007
 Nominator, The Japan Prize, 1995 - 2007
 Member, Board of External Examiners, Nanyang Technological University, Singapore,
 1994-98.

Invited participant, NSF/MIT//OECD Workshop on the Productivity Impacts of Information Technology Investments, Charleston, SC, November, 1993.

Invited participant, Initial Organizing Workshop on "Quality and Organizational Transformation," National Science Foundation, September, 1993 (became the NSF Program in Innovation and Organizational Sciences).

Member, Program Committee, ACM Conference on Organizational Computing Systems, Milpitas, CA, November, 1992.

European Computer-Supported Cooperative Work Conference (ECSCW): Member of ECSCW Program Committee in Amsterdam, May, 1991; in Stockholm, 1995; in Manchester UK in 1997; US Publicity Liaison for ECSCW in Milano, September, 1993.

Computer Supported Cooperative Work Conference (CSCW): Member, Program Committee for CSCW in Toronto, 1992, in Chapel Hill NC in 1994, in Cambridge MA in 1996; Member of Doctoral Colloquium Faculty, CSCW Boston in 1996.

International Federation of Information Processing Societies (IFIP): Program Committee, First International Conference on Governmental and Municipal Information Systems, Budapest, Hungary, September, 1987; Vice Chair, IFIP Working Group on Governmental and Municipal Information Systems, 1989-2000

International Conference on Information Systems (ICIS): Member, Executive Committee, 1982-1985; 1989-1991; Program Co-Chair of ICIS, Tucson, AZ, December, 1985; Member of Faculty, ICIS Doctoral Consortium in Pittsburgh, PA, 1987 and in Copenhagen, Denmark, 1980; Chair of the Doctoral Consortium for ICIS in New York City, 1991; Member of Program Committee for ICIS in Dallas, 1992.

Vice Chair, ACM Committee on Computers and Public Policy, 1980-84.

Editorial, Referee and Review Experience

Co-Editor with Kalle Lyytinen and Chris Forman, Special Issue on Information, Technology and the Changing Nature of Work, *Information Systems Research*, 2014.

Co-Editor for *Communication of the ACM* "Viewpoints," 2008-present.

Co-Editor with Frank Land and Tony Bryant on Ethics in Information Systems, *Journal of the Association for Information Systems*, 2009.

Co-Editor with Kalle Lyytinen, Special Issue on Standard Making, *Management Information Systems Quarterly*, Vol. 30, No. 2, September 2006.

Co-Editor with Kalle Lyytinen, Special Issue on the Cellular Revolution, *Telecommunications Policy*, Vol. 26, No. 3-4, April-May, 2002.

Editor-in-Chief, *Information Systems Research*, The Institute for Operations Research and Management Science (INFORMS), 1993-1998.

Co-Editor-in-Chief, *Information Infrastructure and Policy* IOS Press, 1989-2002.

Editorial Board, *Information Polity: The International Journal of Government and Democracy in the Information Age*, IOS Press, 2002-present.

International Editorial Advisory Board, *Organization Science*, The Institute for Operations Research and Management Science (INFORMS). 1994-present.

Editorial Board, *Journal of Organizational Computing*, 1990-present.

Editorial Board Advisory Group: *Information Systems Frontiers: A Journal of Research and Innovation*, Kluwer, 2002-present

Associate Editor, *ACM Computing Surveys*, 1989-1997.

Editorial Board, *Journal of Strategic IT*, Butterworth, 1991-present.
 Editorial Board, *Computer Supported Cooperative Work*, 1991-present.
 Editorial Board, *Journal of Information Systems Management*, 1986-1992.

Have reviewed for:

ACM Computing Surveys
ACM Transactions on Office Information Systems
Administrative Science Quarterly
Communications of the ACM
Computers, Environment and Urban Systems
Computer Supported Cooperative Work
Harvard Business Review
IEEE Software
IEEE Transactions on Software Engineering
Information Systems Research
Journal of Communication
Journal of Strategic Information Technology
Journal of Technology Transfer
Management Information Systems Quarterly
Management Science
Organization Science
Public Administration Review

Sloan Management Review
Technology Review
Telecommunications Policy
 Academic Press
 Addison-Wesley Press
 Harvard Business School Press
 Richard D. Irwin Publishers
 Jossey-Bass Publishers
 McGraw Hill Publishers
 MIT Press
 Oxford University Press
 National Science Foundation
 National Research Council
 Leverhulme Trust
 Social Science Research Council
 US-Japan Foundation
 Markle Foundation
 Hong Kong Research Council
 Danish National Research Council
 Canadian Social Science Research Council
 Duke University Press

Consulting Experience (partial list)

IBM Corporation
 Ford Motor Company
 ING Netherlands
 City of Seattle
 Municipality of Metro Seattle
 City of Minneapolis
 Hennepin County, Minnesota
 Maricopa County, Arizona
 City of Omaha, Nebraska
 US Department of Justice
 National Science Foundation
 Butler Cox, Ltd. Consultancy
 CSC-Index
 Mercer Management Consulting

KPMG Global Advisory Services
 CSA-Peugeot/Citröen
 Japan-America Institute of Management Science
 City of New Orleans
 City of Bellevue, Washington
 Defense Advanced Research Projects Agency
 National Research Council
 Transportation Research Board
 General Electric, Canada
 Los Angeles Superior Court
 State Justice Institute
 OECD

RESEARCH

Experience and Support

- Co-Principal Investigator, "Managing Cyberinfrastructure Centers in a Demanding Era: The Development of Science Executives," Supported by the US National Science Foundation, July 2012-June 2014. (U-M is subcontractor to University of Georgia.) \$235,000.
- Co-Principal Investigator, "High Level Requirements." Supported by the US National Science Foundation. September 1998-August 2001. \$50,000.
- Co-Principal Investigator, "Advanced Logistics and Non-Integrated Process Coordination." Supported by UCI-GSM Corporate Partners. July 1997-June 1999, \$15,000.
- Co-Principal Investigator, "Standardization and the Making of Information Infrastructure: The Case of Mobile Telephone Standards. Supported by the Academy of Finland. January 1998-December, 1999. Support of 1.4 million Finmarks (approximately USD 400,000).
- Principal Investigator, "Computation and Social Systems: Synthesis and Directions." Supported by the US National Science Foundation. September 1998-August 1999, \$125,000.
- Co-Principal Investigator, "Computerization in the Criminal Courts." Supported by the State Justice Institute through the Los Angeles County Superior Court, March 1998-September, 1999, \$25,000.
- Co-Principal Investigator, "Technology Policy and The Diffusion of Computing: A Study in Asia-Pacific Nations. Supported by the US National Science Foundation. January 1993-August 1999, \$499,000. Supplemental support from corporations in amount of about \$100,000.
- Co-Principal Investigator, "Institutional Opportunities and Constraints on the Further Development of the Information Revolution," Supported by the American Academy of Arts and Sciences, January - December, 1996, \$8,000.
- Investigator, "Learning By Doing in DRAM Manufacturing: A Study of Japanese and Korean Systems of Innovation." Doctoral research support for Jeffery Young Kim, UC Pacific Rim Research Initiative, June 1996-June 1998, \$25,000.
- Principal Investigator, "The Great Reversal: Information and Transport Technology in the Intermodal Vision," supported by the National Research Council, October 1995 - April 1996,\$8,000.
- Co-principal Investigator," Information Technology and Coordination in Advanced Integrated Manufacturing Environments," supported by the National Science Foundation, October 1990 - September, 1993. \$450,000.
- Principal Investigator, NSF travel grant for US Participants to, and Co-Organizer of, an international workshop on "Information Technologies and New Economic Growth Opportunities for the 1980's," held in Tokyo, Japan, September 11-21, 1988. Co-sponsored by the Organization for Economic Cooperation and Development, the UCI Department of Information and Computer Science, the University of Warwick, the University of Maastricht, and Gakushuin University.

- Co-Principal Investigator on "The Evolution of Computing in City Governments," supported by the National Science Foundation. July, 1986-June 1989. Support of \$525,000.
- Co-Principal Investigator on "Information Technology and Government in the Pacific Area Nations ," supported by the University of California Pacific Rim Research Initiative .July 1986-1989. Support of \$150,000. Additional support from IBM World Trade Corporation.
- Co-Principal Investigator on "Research Study of the Future of Local Government and Intergovernmental Information Systems," supported by the International Business Machines Corporation. July, 1983-December 1985. Combined cash and equipment support of approximately \$750,000.
- Co-Principal Investigator on "Longitudinal Study of Computers in Cities." Support from the National Science Foundation, 1982-1985. Support of \$185,000.
- Co-Principal Investigator on "Preliminary Assessment of Computer Assisted Conference Rooms," supported by the Gesellschaft für Mathematik und Datenverarbeitung, Bonn, W. Germany. July, 1983- October, 1983. Support of \$10,000.
- Co-Principal Investigator on "Cooperative Research on Transfer of Planning Models in German and American Federal Governments" supported by the Gesellschaft für Mathematik und Datenverarbeitung (Institute for Mathematics and Data Processing, Federal Republic of Germany), 1980-1983. Support of \$129,000.
- Principal Investigator on "Microprocessor Applications for Improving Energy Productivity," for the Organization for Economic Cooperation and Development, 1981. Support of \$5,000.
- Co-principal Investigator on "Information and Reporting for Local Government Fiscal Management" supported by the Municipal Finance Officers Association under a grant from the National Science Foundation, 1980. Support of \$3,600.
- Principal investigator on "Privacy and Equity Impacts of Electronic Funds Transfer Systems," for U.S. Congress Office of Technology Assessment, 1980. Support of \$14,000.
- Co-principal investigator on "Comparative study of computer policies and impacts in U.S., Western European, Canadian, and Japanese cities" supported by the National Science Foundation, 1978-1979. Support of \$150,000.
- Associate research specialist on a special evaluation project sponsored by the Department of Housing and Urban Development to assess a set of recommendations made by a panel of the National Academy of Sciences. Support of \$35,000.
- Associate research specialist on "Evaluation of information technology in local government" supported by the National Science Foundation, 1974-1978. Support of \$1.2million.
- Research assistant on "Evaluation of policy related research on municipal information systems" research project supported by the National Science Foundation, 1973-1974. Support of \$149,000.

PUBLICATIONS

Books and Monographs, Co-Authored and Edited

1. *Information Systems: The State of the Field*, with K. Lyytinen (eds.). London: John Wiley and Sons, 2006.
2. *Managing Information Systems: Change and Control in Organizational Computing*, with K.L. Kraemer, D. Dunkle, and J.P. Lane. San Francisco: Jossey-Bass, 1989.
3. *Datawars: The Politics of Modeling in Federal Policymaking*, with K.L. Kraemer, S. Dickhoven, and S. Fallows. Columbia University Press, 1987.
4. *The Dynamics of Computing*, with Kenneth L. Kraemer. 1985, Columbia University Press. Reviewed by R. Zmud, *ACM Computing Reviews*.
5. *Computers and Local Government, Volume 1: A Manager's Guide*, with Kenneth Kraemer. New York: Praeger, 1977.
6. *Computers and Local Government, Volume 2: A Review of Research*, with Kenneth Kraemer. New York: Praeger, 1977
7. *Computers, Power, and Urban Management: What Every Local Executive Should Know*, with Kenneth Kraemer. Beverly Hills, Calif.: Sage Publications, 1976.
8. *Computers in Local Government: Police and Fire*. (Co-edited with Kenneth L. Kraemer). Pennsauken, NJ, 1981.
9. *Computers in Local Government: Public Works and Water Systems*. (Co-edited with Kenneth L. Kraemer). Pennsauken, NJ, 1981.
10. *Computers in Local Government: Urban and Regional Planning*. (Co-edited with Kenneth L. Kraemer). Pennsauken, NJ, 1980.
11. *Computers in Local Government: Finance and Administration*. (Co-edited with Kenneth L. Kraemer). Pennsauken, NJ, 1979.
12. *An Analytic Overview of Urban Information Systems in the United States* with Kenneth Kraemer. Laxenburg, Austria: International Institute for Applied Systems Analysis, Research Monograph RM-77-22, 1977.

Articles, Book Chapters, Conference Papers, and Other Publications.

13. King, J.L. and Uhler, P.F., "Soft Infrastructure" Challenges to Scientific Knowledge Discovery. *Communications of the ACM*, forthcoming, 2014.
14. *Project on Stakeholder Alignment in Complex Systems*: Burcu Bolukbasi, Nicholas Berente, Joel Cutcher-Gershenfeld, Courtney Flint, Michael Haberman, John Leslie King, Eric Knight, Barbara Lawrence, Ethan Masella, Charles Mcelroy, Barbara Mittleman, Mark Nolan, Melanie Radik, Namchul Shin, Cheryl A. Thompson, Susan Winter, Ilya Zaslavsky; and *Principal Investigators for NSF EarthCube End-User PI Workshops*: M. Lee Allison, David Arctur, Jennifer Arrigo, Anthony K. Aufdenkampe, Jay Bass, Jim Crowell, Joel Cutcher-Gershenfeld, Mike Daniels, Stephen Diggs, Christopher Duffy, Yolanda Gil, Basil Gomez, Sara Graves, Robert Hazen, Leslie Hsu, Danie Kinkade, Kerstin Lehnert, Chris Marone, Don Middleton, Anders Noren, Genevieve Pearthree, Mohan Ramamurthy, Erin Robinson, George Percivall, Stephen Richard, Celina Suarez, Doug Walker, (2013), "Open Data: Crediting a Culture of Cooperation" (29 November) *Science, Letters*, v. 342: 1041-1042. (Lead and corresponding author.)

15. King, J.L., Bolukbasi, B., Berente, N., Cutcher-Gershenfeld, J., Flint, C., Haberman, M., Lawrence, B., Mesalla, E., McElroy, C., Mittleman, B., Nolan, M., Radik, M., Unsworth, J., Winter, S., and Zaslavsky, I. Sharing Geoscience Data: A Manual and Model. Industry Studies Association Conference, 2013. (Submitted for journal publication.)
16. Cutcher-Gershenfeld, J., Berente, N., Bolukbasi, B., Flint, C., Gant, J., Haberman, M., King, J.L., Lawrence, B., Masella, E., Mittleman, B., Nolan, M., Radik, M., Unsworth, J., Winter, S. Internal Alignment for Lateral Alignment: Constraining and Enabling Stakeholder Alignment in Complex Systems. Industry Studies Association Conference, 2013. (Submitted for journal publication.)
17. Howison, J., Berente, N., King, J.L. "From Loss to Gain: Exploiting Diaspora in Cyberinfrastructure Enterprises." Atlanta Conference on Science and Innovation Policy. Atlanta, Georgia. (Submitted for journal publication.)
18. Berente, N., Howison, J., King, J.L. "Five Models for Interaction Between Science Enterprises and Organization Scientists." Atlanta Conference on Science and Innovation Policy. Atlanta, Georgia. (Submitted for journal publication.)
19. Berente, N., Howison, J., King, J.L., Lyytinen, K.L., Wilkins-Diehr, N. Virtual Organizations as Sociotechnical Systems: Exploring how Organization Scientists and Virtual Organization Leaders Can Collaborate. Working paper, January 20, 2013 (Available on Social Science Research Network). (To be submitted for journal publication.)
20. Jetha, K., Berente, N. and King, J.L. The Logics of Information Goods: Analog and Digital Standards of Discourse About Property Rights. Academy of Management Conference, 2013. (To be submitted for journal publication.)
21. "Too Early to Tell" with K.L. Kraemer. In Snellen and W. van de Donk (eds.) *Public Administration in the Information Age*. Forthcoming. Amsterdam: IOS Press.
22. King, J.L. and C.P. Simon. "Complications with Complexity in Requirements." Under review at *ACM Transactions on Management Information Systems*, based on a paper J.L. King presented at an invited conference in Dagstuhl, Germany, October, 2012.
23. King, J.L. and P. Uhler, "The Future of Scientific Knowledge Discovery in Open Networked Environments." Submitted to *Communications of the ACM*, based on a workshop I chaired for the National Research Council Board on Research Data and Information.
24. "Clearing the Air on Cloud Computing." *EDUCAUSE Review*, (43)3, 2011, pp. 64-65.
25. "CIO: Concept is Over." *Journal of Information Technology*, 2011, Vol. 26, pp. 129-138.
26. "Mobile Communication and Socio-Technical Change." In James E. Katz, (Ed.) *Mobile Communication: Dimensions of Social Policy*, 2011, pp. 37-62.
27. "Project SAGE, Half a Century On." Timelines section, *ACM Interfaces*, Vol. 17, No. 5., 2010, pp. 53-55.
28. "Editors' Introduction," Special Issue on Ethics in Information Systems, with Anthony Bryant and Frank Land. *Journal of the Association for Information Systems*: 2009, Vol. 10: No. 11. <http://aisel.aisnet.org/jais/vol10/iss11/4/>
29. "Going Critical: Perspective and Proportion in the Epistemology of Rob Kling," with J. Grudin and S. Iacono. *The Information Society*, Vol. 23, No 4., 2007, pp. 251-262.
30. "Leveraging Information Technology To Mobilize Agents Of World Benefit," with M. Avital, K. Lyytinen, M.D. Gordon, E. Granger-Happ, R.O. Mason and R.T. Watson. *Communications of the Association for Information Systems*, Vol. 19, 2007, pp. 567-588

31. "Epistemic Infrastructure in the Rise of the Knowledge Economy. With M. Hedstrom. In Kahin, B. and Foray, D. (Eds), *Advancing Knowledge in the Knowledge Economy*. Cambridge, MIT Press, 2006, pp. 113-134.
32. "Modern Information Infrastructure in the Support of Distributed Collective Practice in Transport. *Journal of Computer-Supported Cooperative Work*, Vol. 15, Nos. 2-3, June, 2006, 111-121.
33. "Information Technology and Administrative Reform: Will the Time After E-Government Be Different?" with K. Kraemer. *International Journal of E-Government Research*, 2005.
34. "Automotive Informatics: Information Technology and Enterprise Transformation in the Automobile World." With K. Lyytinen. In W. Dutton, B. Kahin, R. O'Callaghan, and A. Wycoff, *Transforming Enterprise*, MIT Press, 2005, 283-312.
35. "A Common Information Space in Criminal Courts: Computer-Supported Cooperative Work (CSCW) Case Management Systems" with M. Elliott. *Proceedings of the 28th Hawaii International Conference on Systems Sciences*, January 3-6, 2005.
36. "Nothing at the Center: Academic Legitimacy in the Information Systems Field" with K. Lyytinen. *Journal of the Association for Information Systems*. Volume 5, No. 6, June, 2004, pp. 220-246.
37. "Reach and Grasp" with K. Lyytinen, *Management Information Systems Quarterly*, Volume 28, No. 4, December 2004.
38. "Business on the Plain of Hate: Blurring Virtual and Real in MMORPG E-Commerce." With M.D. King. Short Paper, Human Computer Interaction Consortium, Feb. 5-9, 2003.
39. "Diffusion and Impacts of the Internet and E-Commerce in the United States of America: Results from an industry survey," with V. Fomin, K. Lyytinen, and S. McGann. Forthcoming, Communications of the Association for Information Systems.
40. "Information Environments: Organizational Context of On-Line Information Use." With R. Lamb and R. Kling. *Journal of the American Society for Information Science and Technology*, forthcoming, 2003.
41. "On The LAM: Libraries, Archives, and Museums in the Creation and Sustainment of Knowledge Communities." With M. Hedstrom. Invited paper for the Organization for Economic Cooperation and Development, Paris. 2003.
42. "A Representation Scheme for Analyzing IT and Organizational Dependency," With J. Tillquist and C. Woo. *Management Information Systems Quarterly*, Volume 26, Number 2, June 2002, pp. 91-118.
43. "Around the cradle of the wireless revolution: the emergence and evolution of cellular telephony. With Kalle Lyytinen. *Telecommunications Policy*, 26:3-4, 2002, 97-100.
44. "Ma Bell's orphan: US cellular telephony, 1947-1996." With Joel West. *Telecommunications Policy*, 26:3-4, 2002, 189-203.
45. "Large Scale Requirements Analysis as Heterogeneous Engineering," With M. Bergman and K. Lyytinen. In *Social Thinking - Software Practice*, C. Floyd and R. Klischewski, Eds. Cambridge, MA: MIT Press. 2002.
46. "Large Scale Requirements Analysis Revisited: The need for Understanding the Political Ecology of Requirements Engineering" with M. Bergman and K. Lyytinen. *Requirements Engineering*. 7:3, 2002,152-171

47. "Large Scale Requirements Analysis as Heterogeneous Engineering," With M. Bergman, and K. Lyytinen, (2002) "Large Scale Requirements Analysis as Heterogeneous Engineering," *Scandinavian Journal of Information Systems*: Vol. 14: 37-55 (2002).
48. "Managing Distance Over Time: The Evolution of Technologies of Dis/Ambiguation. With R. Frost, in Hinds, P. and Kiesler, S. *Distributed Work*. MIT Press, 2002, pp. 3-26.
49. "PSA and PORTNET.COM – Competing on Complexity." With Leow, D., Neo, B.S., and Applegate, L. Harvard Business School teaching case, 2001.
50. "Boundary Instances in Heterogeneous Engineering Teams: Trouble Management in the DRAM Manufacturing Process." With J.Y. Kim. Neale, M.A., Mannix, E.A., and Griffith, T.L. (Eds.) *Research on managing groups and teams: Technology*, Vol. 3. JAI Press: Stamford, CT 2000.
51. "Digital Network Infrastructures, Legitimation Processes, and the Coming Transformation of Normal Science Institutions." Prepared for the ESF-IIASA-NSF Workshop on "Building the Virtual House of Solomon: Digital Collaboration Technologies, the Organization of Scientific Work, and Economics of Knowledge Access. Laxenburg, Austria, December 3-5, 1999.
52. "Science, Information Technology, and the Changing Character of Public Policy in Non-Point Source Pollution." With D. Corwin. In Corwin, D. L., K. Loague and T. R. Ellsworth. *Application of GIS, Remote Sensing, Geostatistics, and Solute Transport Modeling to the Assessment of Non-Point Source Pollution in the Vadose Zone*. American Geophysical Union, 1999.
53. Rigor and relevance: careers on the line. With Lynda Applegate. *Management Information Systems Quarterly*. Volume 23, No. 1, March, 1999, pp. 17-18.
54. "Information Technology and the Establishment and Maintenance of Civil Society." With K.L. Kraemer. In Snellen, I.T.M., and W. van de Donk, *Public Administration in an Information Age*. Amsterdam: IOS Press, 1998, pp. 509-523. (This is an expanded version of part of the paper noted below.)
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PRESENTATIONS

- Educational Challenges and Agency Changes in MOOCs. Panel presentation, International Organizational Systems Research Association (SIGOSRA) at the International Conference on Information Systems, Milan, Italy, December 15, 2013.
- Service Science: Where We've Been; Where We're Going. Invited Keynote Presentation to

- the Service Science Research Group (SIG SVC) at the International Conference on Information Systems, Milan, Italy, December 15, 2013.
- Open Science: Overview of Key Concepts and Issues, invited opening keynote talk, Open Science: Driving Forces and Practical Realities. NFAIS (National Federation of Advanced Information Services), CENDI (Commerce, Energy, NASA, NLM, Defense, and Interior), and Library of Congress, held at Library of Congress, November 12, 2013.
- Is it Time to Stop Worrying and Learn to Love MOOCs? (Yes). Invited talk (with Niels Bjørn-Andersen), AACSB Europe Meeting, Copenhagen, DK, October 18, 2013.
- Science Executive Seminar: Cyberinfrastructure and Science Enterprise Leaders. Lead talks (with Joel Cutcher-Gershenfeld and Nicholas Berente) at Science Executive Education, Terry College of Business Executive Education Facility, Atlanta, GA, October 11, 2013.
- Trans-Disciplinary Study of the Socio-Technical Across Domain Borders. Invited talk (with Ritu Agarwal, Noshir Contractor and Joel Cutcher-Gershenfeld), Digital Societies and Social Technologies Summer Institute, July 31, 2013.
- The Changing Nature of Research. Invited talk, City University of Hong Kong, Summer Research Symposium, July 11, 2013.
- The Future of Higher Education. Invited presentation, IT University of Copenhagen, May 2012.
- The Future of Higher Education, Invited presentation, Michigan Virtual University, September 2012
- Complexity Explained. Invited presentation, Dagshuhl Conference on Requirements, October 2012.
- Digital vs. Analog: the Key Difference. OECD Workshop on Economic Intangibles, Washington DC, December 2012
- The Future of Higher Education. Invited presentation, Center for Science, Technology and Society, Santa Clara University, January 2013
- The Needs of Cyberinfrastructure Executives. NSF-Sponsored Conference, Ann Arbor, MI, February 2013
- CIO: Beyond Concept Is Over. Invited presentation, London School of Economics and Political Science, March 2013
- CIO: Beyond Concept Is Over. Invited presentation, University of Warwick, March 2013
- Understanding Change. Knight-Wallace Fellows, University of Michigan, March 2013
- The Role of Systems Thinking in Information Systems. Vytatus Magnus University, Kaunas, Lithuania, April 2013
- Knowledge Infrastructure: Mechanism and Transformation in the Information Revolution, Invited presentation, IT University of Copenhagen, May 2012
- Knowledge Infrastructure: Mechanism and Transformation in the Information Revolution, Invited presentation, Microsoft Research, Redmond WA, April 2012
- Standardization of Mortgage Underwriting as Fire Accelerant of the US Realty Crises, Invited presentation, Colloquium Honoring Wolfgang Koenig, Goethe University, House of Finance, October 2011.
- Triangulation From the Margins. Invited presentation, Conference Honoring the Intellectual Legacies of Susan Leigh Star, San Francisco, September 2011.
- The South Pole Station on the Antarctic Metro is Open. Invited talk, NSF Workshop on e-configuration, Chicago, March 2011.

- The Future of Higher Education. Invited talk, Deans of the Information Schools, i- Conference 2011, Seattle, February 2011.
- The Future of Higher Education. Invited talk, Terry College of Business, University of Georgia, August 3, 2010.
- The Future of the Information Systems Field in Higher Education. Invited talk, Junior Faculty Consortium, Americas Conference on Information Systems, Lima, Peru, August 12, 2010.
- Size as a Factor in IT Governance. Invited presentation, Institute for Computer Policy and Law Summer Institute, Cornell University, July 20, 2010.
- The Information Systems Field: What's There To Like? Invited talk, International Conference on Information Systems, Phoenix AZ, December 17, 2009.
- About Time and Motion: Socio-Technical Change and Mobile Telephony, 1880-2000. Invited keynote lecture, Mobile Communications and Social Policy, October 10, 2009.
- Socio-Technical Research in the Information Age. Invited talk, Frankfurt University, July 9, 2009.
- Information Technology and the Transformation of Learning. Invited Honorary Doctorate Lecture, Copenhagen Business School, June 2, 2009.
- Society as Software. Invited Distinguished Lecture, Institute for Software Research, University of California, Irvine, California, February 6, 2009.
- The Revolution in Open Learning. Invited talk at the Library Scholarship Forum, University of California, Irvine, February 5, 2009.
- The Revolution in Open Learning. Invited talk at the Open Forum, Palm Desert California, December 8, 2008.
- Information Technology and the Transformation of Learning. Invited distinguished lecture, Zehjiang University, China, September 23, 2008.
- Transportation Infrastructure and Distributed Collective Practice. School of Business, University of Houston, January 18, 2008.
- The Future of Data Networking. Invited talk, Information Systems Research Center, University of Houston, January 17, 2008.
- Colorblind. Invited keynote talk, Richard Tapia Conference on Diversity in Computer Science, Orlando FL, October 16, 2007.
- Dig the Dirt: Hashing Over Hygiene in the Artifice of the Real. Invited keynote talk, IFIP TC 8.2 Workshop on Virtuality and Virtualization, Portland OR, July 30, 2007.
- High-Level Requirements. Invited talk, Design Requirements Workshop, Case-Western Reserve University, June 4, 2007.
- Enterprise Transformation and the Future of Higher Education. Invited talk, Canadian Association for Information Science, Montreal, May 11, 2007.
- Transportation Infrastructure in Distributed Collective Practice. Invited talk, Carlson Graduate School of Management, University of Minnesota, October 13, 2007.
- The Future of Data Networking. Invited talk, Management Information Systems Research Center, Carlson School of Management, University of Minnesota, October 13, 2007.
- Enterprise Transformation and the Future of Higher Education. Invited talk, Louisiana State University, April 4, 2007.
- Enterprise Transformation and the Future of Higher Education. Invited talk, Copenhagen University of Information Technology, April 18, 2007.

- Political, Economic and Social Dimensions of a Diverse Computing Workforce. Invited talk, American Association for the Advancement of Science Annual Meeting, San Francisco, CA, February 19, 2007.
- Enterprise Transformation and the Future of Higher Education. Invited talk, Finnish Ministry of Education, Helsinki, February 7, 2007.
- The Future of Data Networking. Invited talk, Deutsche Bank CIO Summit Meeting, Park City, UT, February 13, 2007.
- Higher Education in the Aid of Developing Economies. Invited panel talk, International Conference on Information Systems, Milwaukee, WI, December 11, 2006.
- Work, Technology and Organizations, Oh My. Invited keynote talk, WTO 10th Anniversary Meeting, Stanford University, CA, September 29, 2006.
- The Social Construction of Social Informatics. Invited Keynote talk, IFIP TC9 World Conference, Maribor, Slovenia, September 21, 2006.
- The Future of US Higher Education. Invited talk, Oxford Internet Institute, Oxford University, May 18, 2006.
- The Future of Higher Education. Invited talk, School of Business, University of North Carolina, Charlotte, April 21, 2006.
- The Future of Higher Education. Invited talk, Leonard N. Stern School of Business, New York University, April 13, 2006.
- Does IT Matter? Invited talk, Distinguished Lecture Series, University of Maryland Baltimore County, March 13, 2006.
- Does IT Matter? Invited talk, School of Information Management and Systems, UC Berkeley, October 24, 2005.
- The Future of Higher Education. Invited lecture, Johann Wolfgang University, Frankfurt am Main, Germany, July 25, 2005.
- Does IT Matter? Invited lecture, University of Siegen, Siegen Germany, July 13, 2005.
- Does IT Matter? Invited lecture, Information Technology University of Copenhagen, Denmark, June 27, 2005.
- Does IT Matter: The Impact of Information Technology on Social Organization, and, The IS Discipline: Theoretical Core, Identity, and Legitimacy. Two invited lectures, INF-WEST PhD Summer Seminar, Tampere Finland, June 21, 2005.
- Interoperability Throughout and Without Standards, and, The Ideal IS Ph.D. Student: What Is It and How Do You Find It? Two invited lectures, 11th Annual PhD Summer School, Magleas, Denmark, May 9, 2005.
- Infrastructural Frameworks for Global Knowledge: Keeping the Golden Eggs Coming. Invited panel presentation at the workshop on The Digital Divide and the Digital Commons: Toward Global Knowledge Sharing, Santa Clara University Center for Science, Technology and Society, April 21, 2005.
- Everywhere is Nowhere. Invited lecture, Santa Clara University School of Business, April 20, 2005.
- Does IT Matter? and, Knowledge Management and Other Useful Things to Know. Two invited lectures, Theseus International Management Institute, Nice, France, April 18, 2005.
- Information Infrastructure and Enterprise Transformation. Invited lecture for the International Center, JW Goethe University, Frankfurt(M) Germany, April 13, 2005.

- Does IT Matter? Invited presentation, American-German Business Club, Frankfurt(M) Germany, April 12, 2005.
- Does IT Matter? Invited lecture, Weatherhead School of Management, Case-Western Reserve University, March 21, 2005.
- Going Critical: Perspective and Proportion in the Epistemology of Rob Kling. Invited presentation, Conference on Computerization Movements in Honor of Rob Kling, UC Irvine, Marcy 12, 2005.
- Cyberinfrastructure and Epistemic Infrastructure. Invited Keynote Talk, "Strategic Visioning for Cyberinfrastructure, Computing, and Information." Michigan State University, February 19, 2005.
- Does IT Matter? Invited Provost Distinguished Lecture, Bentley College, Boston MA, February 11, 2005.
- Does IT Matter? Invited Distinguished Lecture, Computing and Information Technology Institute, Rice University, Houston TX, February 1, 2005.
- Intellectual Property and Innovation. Invited talk, OECD/EC/NSF workshop on intellectual property and the knowledge economy, Brussels, Belgium, June 8, 2004.
- Innovation and Adaptation in the IT Field. Invited keynote presentation, IFIP 8.5, Dublin, Ireland, May 31, 2004.
- On the LAM: Cultural Institutions and Critical Infrastructure. Invited presentation, Research Libraries Group, Washington, DC., April 26, 2004.
- Everywhere is Nowhere: Ubiquitous Connectivity and Transformation. Invited keynote talk at the Group 2003 conference, Sanibel Island, FL., November 2003.
- Information Infrastructure in the Transformation of American Health Services. Invited keynote talk at the American Medical Informatics Association meeting, Washington, DC, November, 2003.
- Automotive Informatics. Invited talk, MIT Sloan School of Management, October, 2003.
- Automotive Informatics. Invited talk for Transforming Enterprise: The First International Conference on the Social Implications of Information Technology. Washington DC, January 27-28, 2003.
- Scholars With Attitude: Information Systems as a Renegade Enterprise. Invited talk for the Ph.D. Project, Dallas TX, August 7, 2002.
- Evolution of the Knowledge Disciplines. Invited talk, University Western Ontario Ivey School of Business, London, Ontario, April 19, 2002
- Evolution of the Knowledge Disciplines. Invited talk, University of Houston School of Business, Houston TX, April 5, 2002.
- Transport-Based Terrorism as Distributed Collective Practice. Invited talk, Distributed Collective Practice Workshop. University of California, San Diego, La Jolla, CA February 8, 2002.
- Everywhere is Nowhere: Comments on Communication Ubiquity, Availability and its Consequences. Invited Keynote Talk, Human Computer Interaction Consortium, Winter Park, Colorado, January 31, 2002.
- Organizational Change and Information: Comments on the Papers. Academy of Management, Washington DC., August 7, 2001
- Evolution of the Information Disciplines, Invited talk, School of Business, Hong Kong University of Science and Technology, May 22, 2001

- The Future of Business-to-Business Electronic Commerce. Invited keynote lecture, Taiwan Society of Information Systems Research Conference, Taipei, May 10, 2001
- Evolution of the Information Disciplines. Invited talk, Computer Science Department, University of Colorado, Boulder, April 19, 2001.
- Commerce with an E: The Transformational Dimensions of Information Technology in Global Provisioning. Invited distinguished lecture, School of Business, University of Maryland, College Park, April 12, 2001.
- Evolution of the Information Disciplines. Invited talk, Weatherhead School of Management, Case-Western Reserve University, March 30, 2001.
- We Were Right and They Were Wrong. Research Keynote Speaker, International Conference on Information Systems, Brisbane, Queensland, December 11, 2000.
- Trends in Electronic Commerce. Canon Visiting Professor Invited Lecture, Nanyang Business School, Nanyang University, Singapore, December 7, 2000.
- Evolution of the Information Disciplines. Invited talk, School of Information Studies, Syracuse University, November 30, 2000.
- The Politics of Complementarity: Problems in Design for the Disabled. Invited distinguished lecture, Department of Operations and Industrial Engineering, University of Michigan, Ann Arbor, October 24, 2000.
- Death and Transfiguration in the Automobile Industry: Institutions and Information Technology in Sectoral Conversion. Invited keynote speaker, Section on Organizational Communications and Information Systems, Academy of Management, Toronto, Ontario, August 8, 2000.
- Information Technology and Supply Chain Management. Invited talk, Japan-American Institute of Management Science, Irvine California, June 12, 2000.
- Information and the Future of the Air Cargo Industry." Invited talk, Cargo Network Services Partnership Conference, La Jolla, California, May 8, 2000.
- Death and Transfiguration in the Automobile Industry: Institutions and Information Technology in Sectoral Conversion. Invited distinguished lecture, Carnegie-Mellon University, May 4, 2000.
- Changing Technology; Changing Circumstances: Information Technology and the Automobile Industry in the United States, 1960-2000. Invited talk, Institut Theseus, Sofia Antipolis, France, March 29, 2000.
- Evolution of the Information Disciplines. Invited Distinguished Lecture, Department of Electrical Engineering and Computer Science, University of Michigan, Ann Arbor, April 27, 2000.
- High-Level Requirements Analysis. Invited talk, University of Jyväskylä, Finland, March 24, 2000.
- Changing Technology; Changing Circumstances: Information Technology and the Automobile Industry in the United States, 1960-2000. Invited talk, Florida State University College of Business, February 18, 2000.
- (De)Centralization as Morality Play. Invited keynote talk, The Workshop on Internet-Scale Software Technologies (TWIST-2000), University of California Institute for Software Research, July 13, 2000.
- Information Technology and the New Industrial Engineering, and the Transformation of Global Provisioning. Invited keynote talk, IRIS99, The Scandinavian Research Symposium, Keruselkka, Finland, August, 1999.

- High Level Requirements: A New Approach. Invited talk, Renoir Workshop on Requirements Engineering, University of Jyvaskyla, Finland, August, 1999.
- Frontiers of Electronic Commerce. Invited talk, Banco Bilbao Viscaya Foundation, Madrid, June, 1999.
- Can Information Technology Solve the Problems of Distributed Work? Invited debate with Sara Kiesler, Center for Work, Technology and Organizations, Stanford University, June, 1999.
- The Information Revolution in Air Cargo. Invited talk, CNS Global Partnership Conference, Miami, May, 1999.
- Information Technology in the Thrift Industries. Invited talk, UC Berkeley Center for Executive Education, April, 1999.
- Institutions and Information Technology: A Co-evolutionary Perspective from the Automotive Industry. Invited talk, University of British Columbia, March, 1999.
- The Challenge of Information Systems Research. Invited talk at the ICIS Doctoral Consortium, Helsinki, Finland, December, 1998.
- Information Technology in the Construction and Maintenance of Civil Society. Marti Takala Distinguished Lecture, University of Jyvaskyla, Finland, October, 1998.
- High-level Requirements Engineering: Perspectives and New Approaches. Invited talk, Nanyang Technological University, Singapore, September, 1998.
- Institutions and Information Technology: A Co-evolutionary Perspective from the Automotive Industry. University of Jyvaskyla, Finland, May, 1998.
- Institutions and Information Technology: A Co-evolutionary Perspective from the Automotive Industry. PSA Peugeot-Citroen, Paris, April, 1998.
- The New Industrial Engineering: A Distant Mirror for the Information Age. Invited Keynote Talk, INFORMS Computer Conference, Montreal, April, 1998.
- Business Objects and Organizational Design Invited talk, Japan-American Institute of Management Science, San Francisco, CA, January 21, 1998.
- Information Support for Rapid Deployment Logistics. Poster session, Organization Science Winter Conference, Keystone, CO January 3, 1998.
- The Design of Information Support for Rapid Deployment Logistics. Invited talk, College of Business, Georgia State University, Atlanta, December 11, 1997.
- Information Technology and the Politics of Environmental Processes. Invited Keynote Talk, American Geophysical Union Conference on Application of Information Technology to Assessment of Nonpoint Source Pollution in the Vadose Zone. Riverside, CA October 22, 1997.
- High Level Requirements Analysis for Software Development. Invited Presentation, Bay Area Round Table, Palo Alto CA, October, 1997.
- High Level Requirements Analysis for Software Development. Invited Presentation, Software Process Improvement Network, UCI, August 29, 1997.
- Multimedia Technology and Business Strategy. Invited presentation, Japan-American Institute for Management Science, Honolulu, Hawaii, July 1, 1997.
- Crisis in the Case Study Crisis. Invited presentation with Lynda Applegate, IFIP TC8.2 International Meeting, Philadelphia, PA June 1, 1997.
- Information Support for Rapid Deployment Logistics. Invited talk, Army After Next Symposium, Defense Logistics Institute, Arlington VA, May 29, 1997.

- Managing Information Technology in a Turbulent Environment. Invited talk to the CSC Index Director's Forum, San Francisco, CA May 9, 1997.
- The Design of Information Support for Rapid Deployment Logistics. Invited talk, Department of Industrial Engineering and Engineering Management, Stanford University, April 11, 1997.
- High Level Requirements Analysis for Electronic Commerce Support. Invited talk, Stern School of Business, New York University, February 27, 1997.
- Foregrounding the Back Office: Problems of IT and HR Cultures in Organizational Strategy Making. Invited Keynote Speech, Management Support Conference '97, Erasmus University of Rotterdam, Netherlands, February 6, 1997.
- Institutions and the Evolution of Information Technology. Invited talk, Institut Theseus, Sophia Antipolis, France, February 3, 1997.
- Information Technology and the Transformation of Transport Industries. Invited talk to the senior management of Amtrak, Washington, DC, December 19, 1997.
- Electronic Commerce and the Rebirth of Soviet Central Planning. Panel talk at the International Conference on Information Systems, Cleveland, OH, December 16, 1996.
- High Level Requirements Analysis. Invited talk, University of Jyvaskyla, Finland, October 14, 1996.
- High Level Requirements Analysis. Invited talk, Technical University of Delft, Netherlands, October 11, 1996.
- Technical Perspectives in Humanistic Inquiry, and Vice-Versa. Invited talk, UC Humanities Research Institute, June, 1996.
- Information technology and the Transformation of Society. Invited keynote speech to the Danish Information Processing Association, Copenhagen, May 10, 1996.
- Information Technology and Business Reengineering. Invited talk, All-Denmark Information Systems Doctoral Consortium, Copenhagen, May 8, 1996.
- The Challenge of Building Information Infrastructure. Keynote speech to the Information Systems subconference, INFORMS Conference, Washington DC, May 6, 1996.
- High-Level Requirements Analysis. Invited talk, Anderson Graduate School of Management, UCLA, May 2, 1996.
- Information Technology and Change in Financial Institutions. UC Berkeley Executive Development Program, April 24, 1996.
- Inevitable Intermodal: Evolution of the Research Agenda. Invited talk, Washington DC, March 4, 1996.
- High-Level Requirements Analysis. Invited talk, Institut Theseus, Sophia Antipolis France, January 20, 1996.
- Adjusting Methods Perspectives. Organization Science Winter Conference, Snowmass Colorado, January 3, 1996.
- Coping with Information Technology and Organizational Change. Duke University International Management Program, December 18, 1995.
- The Great Reversal: Information and Transport Infrastructure in the Intermodal Vision. Invited Keynote talk at the National Research Council Transportation Research Board workshop on Defining the Intermodal Research Agenda, Irvine California, December 12, 1995.
- Electronic Commerce in Perspective. Invited Keynote speech at the Conference on Technology and Information Marketing, Newport Rhode Island, November 6, 1995.

- The Singapore TradeNet Story. The Anderson School Executive Program at UCLA, October 17, 1995.
- High-Level Requirements Analysis. Invited Keynote speech, IFIP TC-2 Conference on Information Systems Development, Oslo Norway, October 15, 1996.
- Information Technology and Organizational Transformation. Invited talk, Technical University of Delft, October 9, 1995.
- Electronic Commerce in Perspective. Invited talk at the Netherlands Conference on EDI and Electronic Commerce, Nijenrode University, October 7, 1995.
- Hardwiring Weak Ties. Invited talk, Carnegie-Mellon University, August 1995.
- National Policies for Information Technology Development. Invited special address, Pan-Pacific Conference on Information Systems, Singapore, July 1995.
- Coping With Revolution: Information Technology and Organizational Change. Invited talk, Information Management Research Center, Nanyang Technological University, Singapore, July 1995.
- Institutional and Technical Factors at the Intersection of Electronic Commerce. Invited talk, Hong Kong University of Science and Technology, Hong Kong, June, 1995.
- The Status of Electronic Commerce. Invited talk, University of Arizona, Graduate School of Business Administration, April, 1995.
- Death and Transfiguration in Cyberspace. Talk at the University of California, Berkeley, February 1995.
- Institutional Factors in IT Innovation. Invited presentation, Institut Theseus, Sophia Antipolis, France, January, 1995.
- Information Technology and Organizational Transformation. Invited Talk, University of Jyväskylä Finland, January, 1995.
- Information Technology and Organizational Transformation. Invited talk, First Organization Science Winter Conference on New Organizational Forms, Snowmass CO, January, 1995.
- "Information Technology and Organizational Transformation." Tutorial given at the International Conference on Information Systems, Vancouver, BC, December 11-15, 1994.
- The Productivity Paradox in Perspective. Invited Distinguished Lecture, University of Dayton School of Business, December 1994.
- Multimedia: Directions and Developments. Invited lecture, Japanese-American Institute of Management Sciences, San Francisco, CA November, 1994.
- Singapore's Information Infrastructure: Institutional and Technical Development. Invited keynote presentation to the National Association of State Information Executives, San Francisco, CA November, 1994.
- National Information Infrastructure in the United States. Invited talk, Technical University of Monterrey, Mexico City Campus, Mexico, October 1994.
- Information Technology and the Future of the Courts. Invited colloquium for Los Angeles Superior Court Judges, UCLA Andersen School of Management Executive Education Program, August, 1994.
- National Information Infrastructure in the United States. Invited talk to Queensland and Australian national Government officials, Brisbane, Queensland, Australia, May, 1994.
- A Revisionist View of Reengineering. Invited keynote talk, IFIP TC8 Joint Conference, Gold Coast, Queensland, Australia, May, 1994.

- Information Infrastructure in Heterogeneous Industries: Lessons From the Worldwide Air Cargo Industry. Invitational Conference on Standards for the National Information Infrastructure. Harvard University and National Institute of Standards and Technology, Rockville, MD., May, 1994.
- "Hardwiring Weak Ties: Organizational Transformation Through Changing Maintenance Costs in Social Networks." Invited talk, Free University of Amsterdam, February, 1994.
- "Institutions and Information Technology Innovation." Invited talk, Institut Theseus, Sophia Antipolis, France, February, 1994.
- "Hardwiring Weak Ties: Organizational Transformation Through Changing Maintenance Costs in Social Networks." Invited talk, International Symposium II: The Culture of Engineering in a Rapidly Changing World, sponsored by the Council of Grand Ecoles of France, MIT, and UC Berkeley, at UC Berkeley, November, 1993.
- "Dilemmas of Technological Change and Industrial Productivity: An Analysis of the "Failed" Payoffs from Information Technology." Invited talk, Haas School of Business, University of California Berkeley, October 1993.
- "The Productivity Paradox in Perspective." Invited talk, UC Berkeley Haas School of Business Executive Program, October 1993.
- "Institutions and Information Technology Innovation." Invited talk, Netherlands Institute for Advanced Studies, Wassenaar, Netherlands, September, 1993.
- "The Productivity Perspective." Invited talk, School of Business Administration, University of Southern California, March, 1993.
- "The Productivity Paradox in Perspective." Invited keynote speaker at the Administrative Sciences Association of Canada national meeting, Lake Louise, June, 1993.
- "The Future of Information Technology in Complex Organizations." Invited speaker at executive education seminars run by the Hong Kong University of Science and Technology, Hong Kong, June, 1993.
- "Across The Great Divide: Management and Innovation as Dialectic." Invited keynote speaker, International Workshop on Social Science Research, Technical Systems and Cooperative Work, Ecole des Mines, Paris, March, 1993.
- "The Productivity Paradox in Perspective." Invited talk, School of Business Administration, University Southern California, March, 1993.
- "Institutions and the Diffusion of Information Technology." Invited lecture, Theseus Institute, Nice, France, February, 1992.
- "Understanding Outsourcing." Invited keynote presentation at "Management Support '92," sponsored by Erasmus University, Rotterdam, November, 1992.
- "Deconstructing Software Engineering: Conceptualizing Software as Literature, Text, and Supplement." Invited special lecture, Erasmus University, Rotterdam, November, 1992.
- "The Productivity Paradox in Perspective." Invited lecture at the UC Berkeley Haas School of Business Executive Program, October, 1992.
- "Changing Information Technologies: Lessons from the Pacific Rim." Invited talk to chief executive officers, Index Foundation, Gleneagles, Scotland, October, 1992.
- "The Productivity Paradox in Perspective." Invited paper presented at Hong Kong University of Science and Technology, October, 1992.
- "Emerging Technologies: Technical and Managerial Perspectives." Invited talk, Nanyang Technological University, October 1992.

- "The Productivity Paradox in Perspective." Invited paper presented at University Utara Malaysia Distinguished Speaker Program, Sintok, Malaysia, October 1992.
- "The Future of Networking." Invited talk, National University of Singapore, October, 1992.
- "The Future of Networks." Invited talk to US-West executives and customers, Seattle and Portland, June, 1992.
- "The Productivity Paradox in Perspective." Invited talk for a group of European senior executives, University of California, Berkeley, Haas School of Business, May, 1992.
- "Computer Supported Cooperative Work: Vectors of Development." Invited talk, Chalmers Institute of Technology, Gothenburg, Sweden, April, 1992.
- "The Productivity Paradox in Perspective." Invited talk, Stockholm University of Business and Economics, April, 1992.
- "The Productivity Paradox in Perspective." Invited talk, Nanyang Technological University, Singapore, March, 1992.
- "The Nolan Model: A Debate." Debate with Richard Nolan regarding his Stage Model. Invited Panel, International Conference on Information Systems. New York: December, 1991.
- "The MIS Field in Management Education." Invited talk, University of Colorado, Boulder, September, 1991.
- "The Role of Politics in Modeling for Policy Making." Keynote talk presented at the First International Workshop and Conference on Integrated Geographic Information Systems and Environmental Modeling. Boulder, Colorado, September, 1991.
- "What's So Great About Openness? A Dialectical Assessment of the Open Systems Movement." Keynote talk, NORDDATA 1991, Oslo, Norway, June, 1991.
- "The Emergence of High Performance Networking in the United States." Invited talk, University of Oslo and Norwegian Computing Center, Oslo, Norway, June, 1991.
- "The MIS Field in Management Education." Invited talk, Norwegian Graduate School of Business, June, 1991.
- "Group Decision Systems and Computer Supported Cooperative Work." Invited talk, University of Jyväskylä, Finland, May, 1991.
- "The MIS Field in Management Education." Invited talk, University of Calgary, March, 1991.
- "The Academic Collaboratory as a Bridge Across Space, Time, and Social Worlds." Hawaii International Conference on Systems Science, Kauai, January, 1991.
- Panel presentation, Information Technology and the Organization of the Future." International Conference on Information Systems, Copenhagen, Denmark, December, 1990.
- "Institutions and the International Diffusion of Information Technology." International Conference on Information Systems, Copenhagen, Denmark, December, 1990.
- "The Role of Government in Development of National Information Systems." Invited talk at the Hong Kong International Conference on Information Systems and Technology, September, 1990.
- "Institutions and the International Diffusion of Information Technology." International Conference on Information Systems, Kuala Lumpur, Malaysia, September, 1990.
- "The Role of Government in Development of National Information Systems." Invited talk at the Hong Kong International Conference on Information Systems and Technology, September, 1990.

- "Singapore's TradeNet: The Government's Role in EDI Development." Invited talk, Computer Science and Information Systems Department, University of Jyväskylä, Jyväskylä, Finland, August, 1990.
- "Construction, Re-construction, and Destruction: Deconstruction of Fundamental Concepts on Software Development." Invited keynote talk at the 13th Conference on Information Systems Research in Scandinavia, Turku, Finland, August, 1990.
- "Information Technology Diffusion in Pacific Rim Countries." Invited talk, London Business School, London, August, 1990.
- "The Economic Unification of the European Community in 1992: Implications For Small Countries." Invited lecture to CEO's of Israeli industries, Haifa, Israel, June, 1990.
- "Emerging Information Technologies." Invited lecture to managers of computing for Israeli corporations, Haifa, Israel, June, 1990.
- Invited participant, Social Science Research Council Special Workshop on Research in the Social Implications of Computerization. Palm Island, Florida, June, 1990.
- "Taking Leadership in Management of Government Information Systems." Invited keynote lecture to the Nordic Kommunal Data Conference, Odense, Denmark, May, 1990.
- "Managing Information Systems: The State Theory." Invited keynote lecture to the opening session of the Norwegian National Computer Show, Oslo, Norway, May, 1990
- "Artificial Intelligence in the Public Service: A Review." Invited lecture to government executives and academics, Kennedy School of Government Program on Strategic Computing and Telecommunications in the Public Sector, May, 1990.
- "Information Resource Management: Problems in the Concept and Implementation." Invited talk, New York State Forum on Information Management, Albany, NY, March, 1990.
- "Curious Naturalists in Computingland." Carlson School of Management, University of Minnesota, Minneapolis, March, 1990
- "National Policy for Information Technology in Developing Nations. Invited lecture for senior Indonesian government officials, Jakarta, Indonesia, March, 1990.
- "National policy for effective information technology development. Invited lecture for senior Malaysian government officials, Kuala Lumpur, Malaysia, March, 1990.
- "Building effective governmental information systems." Invited keynote talk, National Information Technology Conference, Singapore, February, 1990.
- Panel member, "New Social Physics: Computerization and the Transformation of Organizations." Tenth International Conference on Information Systems, Boston, MA, December, 1989.
- "Problems with Conventional Concepts of Group and Organizational Decision Support Systems." MIT Sloan School of Management, November, 1989.
- "States of Computing Management." Stern College of Business, New York University, October 1989.
- "Integrating computer systems into complex organizations." Invited talk, Federal Government Computer Users Association, Washington DC, October, 1989.
- "States of Computing Management: A New Theory." Talk presented at the University of Helsinki, May, 1989; also presented at Turku Graduate School of Economics and Business, Turku, Finland; Svenska Kommuneforlaget, Stockholm, Sweden; Norwegian Kommuneforlaget, Oslo, Norway; Copenhagen School of Economics and Business, Copenhagen, Denmark.

- "The Effect of Information Technologies on the Structure of Public Organizations." Invited talk presented to the Ministry of Home Affairs, Government of the Netherlands, The Hague, May, 1989.
- "States of Computing Management." Invited talk, UCLA Andersen Graduate School of Management, February, 1989.
- "Human-Computer Interface: Social Considerations in Design." Invited talk presented at the National University of Singapore, September, 1988.
- "The Record of Government Intervention in Information Technology Initiatives." Presented at the OECD Workshop in Information Technology and New Economic Growth, Tokyo/Osaka, September, 1988.
- "Human-Computer Interaction: A Social Perspective." Invited talk presented at the Jet Propulsion Laboratory, Pasadena, CA, September, 1988.
- "Information Resource Management: Is It Sensible and Will It Work?" Invited talk presented at the First International Conference on Information Resource Management, Den Haag, Netherlands, May, 1988.
- "Evolutionary Models of Change in Computing Use." Invited talk presented at the Copenhagen Graduate School of Economics and Business, May, 1988.
- "Computers, Individuals, and the State." Distinguished Lectureship, University of Michigan Interdisciplinary Program on Technology and Society, February, 1988.
- "Rock and Roll Will Never Die." Talk presented at the Seventh International Conference on Information Systems. December, 1987.
- "Information Systems in US Local Governments: State of the Practice Report." Paper presented at the First IFIP Conference on Government Information Systems, Budapest, Hungary, September, 1987.
- Invited Speaker, Second Social Science Research Council Workshop on Social Science Studies of Computing, Nag's Head, NC, June, 1987.
- "Successful Implementation of Strategic Information Systems," with Kenneth L. Kraemer. Paper presented at 1986 New York University Symposium on Information Technology and Management Strategy, New York, May 21-23, 1986.
- Co-Convenor and Co-Host (with Rob Kling and Kenneth Kraemer), UCI Invited Workshop on Computerization and Work. UCI, December, 1986.
- "Computer-Based Systems for Cooperative Work and Group Decision Support," with Kenneth Kraemer. Presented at the First Computer Supported Cooperative Work Conference, Austin, TX, December, 1986.
- Panel Chair and Coordinator, "Artificial Intelligence in Business: What Are the Real Possibilities?" Seventh International Conference on Information Systems, San Diego, CA, December, 1986.
- "Rock and Roll Will Never Die." Paper presented at a panel titled "Back to the Future: Will There Be an International Conference on Information Systems in 1996?" Seventh International Conference on Information Systems, San Diego, CA, December, 1986. The talk presented in this panel will appear, by invitation, in Management Information Systems Quarterly.
- "Successful Implementation of Strategic Information Systems," with Kenneth L. Kraemer. Paper presented at 1986 New York University Symposium on Information Technology and Management Strategy, New York, May 21-23, 1986.

- Panel Chair and Coordinator, "The Evolution of Information Systems," Sixth Annual International Conference on Information Systems, Indianapolis, Indiana, November 1985.
- "Information Management Technology and Public Sector Organizations," with Kenneth L. Kraemer. Invited paper at the Association for Public Policy and Management Research Conference, Washington, D.C. October, 1985.
- "Public Agency Use of Decision Support Systems." Presented at the Academy of Management Annual Meeting, San Diego, CA, September, 1985.
- "Projections of Information Systems Use in Public Agencies: Results of Recent Research." With Kenneth L. Kraemer. Presented at the Municipal Information Systems - Pacific Area Community (MISPAC) Symposium, Tokyo, July, 1985.
- "Information Systems in the Modern City," with Kenneth L. Kraemer. Presented at the Integrated Regional Information System Symposium, Tokyo, July, 1985.
- "The Role of Information Technology in Managing the Metropolis" with Kenneth L. Kraemer. Presented at Progetto Milano Conference, Milan, Italy, January, 1985.
- Program Co-Chairman for the Fifth International Conference on Information Systems, Tucson, December, 1984.
- "What We Know About Computing in Organizations," with Kenneth L. Kraemer. Presented at the IBM University Study Conference, Ft. Lauderdale, Florida, October, 1984
- "Artificial Intelligence and Forecasting," with J. Daniel Easterlin. Presented at the International Symposium on Forecasting, London, England, June, 1984.
- Panel Coordinator, "The Impact of Emerging Public Sector Interactions on Information Technology Requirements." American Society for Public Administration National Conference, Denver, April, 1984.
- "Evolution and Organizational Information Systems: Nolan's Stage Theory," with Kenneth L. Kraemer. Fourth International Conference on Information Systems, Houston, December, 1983.
- "Data Related Constraints in Management Research," with Kenneth L. Kraemer. American Political Science Association National Conference, Chicago, September, 1983.
- "Office Automation: Dealing with Organizational and Technical Change." Invited keynote presentation, National Association of Standards Laboratories National Conference, Boulder, CO, July, 1983.
- "Forces Affecting the Future of Information Systems in Organizations." Municipal Information Systems -- Pacific Area Community Seminar, East-West Center, Honolulu, HI, July, 1983.
- Panel Coordinator, "Evaluation of Model Use." Third International Symposium on Forecasting, Philadelphia, PA, June, 1983.
- "Ideology and Model Use: Macroeconometric Models in the U.S. Federal Government." Third International Symposium on Forecasting, Philadelphia, PA, June, 1983.
- Panel Coordinator, "Social Issues in Information Systems." Third International Conference on Information Systems, Ann Arbor, MI, December, 1983.
- "Maintaining Equity in Electronic Funds Transfer Systems," with Rob Kling and Kenneth L. Kraemer. Third International Conference on Information Systems, Ann Arbor, MI, December, 1983.
- "Findings of the Model Implementation Research Project." Institut für Planung und Entscheidungssysteme, Gesellschaft für Mathematik und Datenverarbeitung, Bonn, W. Germany, July, 1982.

- "Successful Implementation of Large Econometric Models: The DRI Case." Second International Symposium on Forecasting, Istanbul, Turkey, July, 1982.
- "Use of Computers in U.S. Local Governments," with Kenneth L. Kraemer. Municipal Information Systems, U.S./Japan Interchange Seminar, East-West Center, Honolulu, HI, March, 1982.
- "Planning and Management for Information Systems: New Thoughts on Managing Stages of Computing Growth" Conference on Computing and Information Systems for Management, Monterey, Mexico, March 26, 1981.
- "Organizational Cost Considerations of Computing Decentralization" for the Seminar on Economics of Information Processing, IBM Systems Research Institute, New York City, December, 1980. Also presented as an Invited Lecture, Information Systems Department, Graduate School of Management, UCLA, February 19, 1981.
- "Stage Theories of Computing Growth: Results of Recent Empirical Research." School of Business Administration, University of Minnesota, October, 1980.
- "The Concept of Skill-Bureaucracy in Data Processing: A Reconsideration of the Evidence," with Kenneth L. Kraemer. Conference on Public Information Systems, Hochschule für Verwaltungswissenschaften, Speyer, W. Germany, June, 1980.
- "Electronic Funds Transfer Systems: Important Social and Public Policy Issues." National Computer Conference, Anaheim, April, 1980.
- "Cost as a Social Impact of Telecommunications and Other Information Technologies," with Kenneth L. Kraemer, presented at the conference on Telecommunications and Productivity, Graduate School of Public Administration, New York University, January 28, 1980.
- "Centralization and Decentralization Issues in Computing Management." College of Business and Public Administration, University of Arizona, Tucson, December, 1979.
- "Cost-Benefit Analysis for Information Systems Development." College of Business and Public Administration, University of Arizona, Tucson, December, 1979.
- "Local Government Computing in the 1980's" with Kenneth L. Kraemer. Invited paper presented at the Tokyo Scientific Center, International Business Machines, Tokyo, Japan, September 28, 1979.
- "Centralization of Computing in an Era of Limits." Plenary session speaker at the Urban and Regional Information Systems Association National Conference, San Diego, CA, August 6-10, 1979.
- "Assessing the Interaction Between Computing Policies and Problems: Toward an Empirically Defined Stage Theory of Computing Evolution" with Kenneth L. Kraemer. Invited paper, the Irvine Research Conference on Social Impacts and of Computing, Lake Arrowhead Conference Center, California, August 5-8, 1979.
- "The URBIS Project: A New Policy Research Design for Evaluating Local Programs." The Institute for Management Sciences International Conference, Honolulu, HI, June 18-22, 1979.
- "Impacts of Computing on Citizens and on Personal Privacy." Invited paper presented at the Local Authorities Systems Development Center, Tokyo, Japan, June 7, 1979.
- "Operations Research Technology Transfer to the Urban Sector," with Kenneth L. Kraemer. American Society for Public Administration, national conference, Baltimore, March 1979.

- "A Critique of Operations Research Use in Urban Government," with Kenneth L. Kraemer. Operations Research Society of America/The Institute for Management Science, national conference, Los Angeles, November, 1978.
- "An International Comparative Study of Computing in Local Governments." With Kenneth L. Kraemer. American Society for Public Administration, annual conference, Phoenix, AZ, June, 1978.
- "The Role of Research and Development in Improving the Quality of Urban Life," with Kenneth L. Kraemer and David G. Schetter. Statement presented to the Subcommittee on Domestic and International Scientific Planning, Analysis, and Cooperation, U.S. House of Representatives, June, 1978.
- "The Present Status of Urban Information Systems in the United States" with Kenneth Kraemer. Paper presented by invitation at the Sixth European Conference on Urban Data Management, Liege, Belgium, April, 1977.
- "A Requiem for USAC" with Kenneth Kraemer. Presented by invitation at the Summer Seminar of the Center for Advanced Studies, Dubrovnik, Yugoslavia, September, 1977.
- "Managing Urban Information -- the U.S. Experience" with Kenneth Kraemer. Paper presented by invitation at the Summer Seminar of the Center for Advanced Studies, Dubrovnik, Yugoslavia, September, 1977.
- "Laissez Innover: A Critique of Federal Policy Toward Urban Information Systems" with Kenneth Kraemer. Proceedings of the 1976 Conference, Urban and Regional Information Systems Association, August, 1976.
- "The URBIS Project: A Policy-Oriented Study of Computing in Local Governments" with Kenneth Kraemer. Proceedings of the 1975 Conference, the Urban and Regional Information Systems Association, August, 1975.
- "Cost-Benefit Analysis: A Problematic Exercise in Local Government Computing." Proceedings of the 1975 Conference, the Urban and Regional Information Systems Association, August 1975.
- "Information Control and Privacy." Proceedings of the 1974 Conference of the Urban and Regional Information Systems Association, August, 1974.