

***Third Annual E. Leonard Arnoff Memorial Lecture  
on the Practice of Management Science***

***"Operations Research/Management Science:  
The Way it Should Be"***

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***7:30 P.M., Wednesday, May 18, 1994***

In the spirit of the E. Leonard Arnoff Lecture on the Practice of Management Science, I will describe how the practice of Operations Research and Management Science (OR/MS) has changed and evolved over these past 50 plus years. I will review the OR/MS modeling processes that have worked well in the past, and describe the current needs and approach required to take us into the future. The concepts of model life-cycle, evaluation and accreditation will be shown to be central to the continuing success of OR/MS practice.

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***Saul I. Gass  
Professor of Management Science and Statistics  
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University of Maryland  
College Park, Maryland 20742***

***Saul I. Gass*** received his B.S. in Education and M.A. in Mathematics from Boston University, and his Ph.D. in Engineering Science/Operations Research from the University of California, Berkeley. He is currently Professor of Management Science and Statistics at the College of Business and Management, University of Maryland. Dr. Gass first served as a mathematician for the Aberdeen Bombing Mission, U.S. Air Force, and then transferred to Air Force Headquarters where he began his career in operations research with the Directorate of Management Analysis, the organization in which linear programming was first developed. For IBM he was Manager of the Project Mercury man-in-space program, and Manager of IBM's Federal Civil Programs. He was Senior Vice-President of World Systems Laboratories and Vice-President of Mathematica. He has served as a consultant to the U.S. General Accounting Office, Congressional Budget Office, the National Institute of Standards and Technology, and other operations research and systems analysis organizations. Included in his many publications are the text ***Linear Programming*** now in its fifth edition, the book ***An Illustrated Guide to Linear Programming***, and the text ***Decision Making, Models and Algorithms***. Dr. Gass was President of both the Operations Research Society of America and Omega Rho, the international operations research honor society. He was the 1991 recipient of the Operations Research Society of America's George E. Kimball Medal for distinguished service to the society and the profession.

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***"Saul I. Gass Delivers Third Arnoff Lecture at Cincinnati"***

Saul I. Gass, Professor of Management Science and Statistics at the College of Business and Management at the University of Maryland, presented the Third E. Leonard Arnoff Memorial Lecture on Practice in the Management Sciences on Wednesday, May 18, 1994 at the University of Cincinnati. The presentation was sponsored by the Department of Quantitative Analysis and Operations Management in the College of Business Administration and by a grant from Omega Rho International Honor Society for Operations

Research and Management Science related areas. Dr. Gass's talk was entitled "**Operations Research/Management Science: The Way It Should Be**". Over 200 students and faculty from Cincinnati and other universities as well as several local business people were in attendance. The main purpose of his talk was to emphasize the importance of modeling for business and industrial purposes and to describe how the practice of Operations Research and Management Science (OR/MS) has changed and evolved over the past 50 plus years. He reviewed the OR/MS modeling processes that have worked well in the past and described the current needs and approaches required to take us into the future. The concepts of model life-cycle, evaluation, and accreditation were shown to be central to the continuing success of OR/MS practice.

A reception was held immediately following the talk at the Management Development Center that allowed for around 40 interested persons to meet Dr. Gass. His colorful background began when he was a mathematician for the Aberdeen bombing mission of the U.S. Air Force. He then transferred to Air Force Headquarters where he began his career in operations research with the Directorate of Management Analysis, the organization in which linear programming was first developed. For IBM he was Manager of the Project Mercury man-in-space program, and Manager of IBM's Federal Civil Programs. He was Senior Vice-President of World Systems Laboratories and Vice-President of Mathematica. He has served as a consultant to the U.S. General Accounting Office, Congressional Budget Office, the National Institute of Standards and Technology, and other operations research and systems analysis organizations. Included in his many publications are the text **Linear Programming** now in its fifth edition, the book **An Illustrated Guide to Linear Programming**, and the text **Decision Making, Models and Algorithms**. Dr. Gass was President of both the Operations Research Society of America and Omega Rho, the international honor society for operations research and management science related areas. He was the 1991 recipient of the Operations Research Society of America's George E. Kimball Medal for distinguished service to the society and the profession.

This series of memorial lectures is dedicated to E. Leonard Arnoff, former dean of the College of Business Administration at the University of Cincinnati, a partner in Ernst and Whinney (now Ernst and Young), and coauthor of the first book in operations research with Wes Churchman and Russ Ackoff. Previous Arnoff lecturers were Robert E. D. (Gene) Woolsey, Professor of the Colorado School of Mines in 1992 and Thomas M. Cook, President of American Airlines Decision Technologies in 1993. A videotape of the Cook and Gass lectures are available on a limited basis. For information about these past Arnoff Lectures and regarding future Arnoff Lectures, please write Professor David F. Rogers, Department of Quantitative Analysis and Operations Management, College of Business Administration, University of Cincinnati, Cincinnati, OH 45221-0130 or call (513)556-7143 or send electronic mail to [David.Rogers@UC.edu](mailto:David.Rogers@UC.edu).

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### ***"Saul I. Gass Delivers Third Arnoff Lecture"***

***by David F. Rogers***

***Portfolio, University of Cincinnati, College of Business***

***Administration, Volume 7, p. 18, Spring/Summer, 1994.***

Saul I. Gass, Professor of Management Science and Statistics at the University of Maryland, presented the third E. Leonard Arnoff Lecture on Practice in the Management Sciences on Wednesday, May 18, 1994. His presentation was entitled, "**Operations Research/Management Science: The Way It Should Be**".

Gass has held several managerial positions in operations research and systems analysis organizations. His many publications include **Linear Programming**, **An Illustrated Guide to Linear Programming**, and **Decision Making, Models and Algorithms**. Gass has been President of both the Operations Research Society of America and Omega Rho, the international honor society for operations research and management science.

Over 200 students and faculty from UC and other universities, as well as several local business people, attended the lecture held in the Lindner Hall Auditorium. Gass emphasized the importance of modeling for business and industrial purposes and described how the practice of Operations Research and Management Science (OR/MS) has changed and evolved over the past 50 plus years.

He reviewed the OR/MS modeling processes that have worked well in the past and described the current needs and approaches that will be required in the future. The concepts of model life-cycle, evaluation, and accreditation were shown to be central to the continuing success of OR/MS practice.

Gass's lecture was supported by a grant from Omega Rho International Honor Society to the UC Chapter of Omega Rho and the Department of Quantitative Analysis and Operations Management.

This series of memorial lectures is dedicated to E. Leonard Arnoff, who served as CBA Dean from 1983-88.

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## ***Voice-Over for the Third E. Leonard Arnoff Memorial Lecture on Practice in the Management Sciences: Saul I. Gass***

On behalf of the Department of Quantitative Analysis and Operations Management in the College of Business Administration at the University of Cincinnati, we hope you enjoy this videotape of the Third E. Leonard Arnoff Memorial Lecture on Practice in the Management Sciences presented on Wednesday, May 18, 1994. This lecture was supported by a grant from Omega Rho International Honor Society for Operations Research and Management Science related areas to the University of Cincinnati Chapter of Omega Rho.

This series of lectures is dedicated to E. Leonard Arnoff, former dean of the College of Business Administration at the University of Cincinnati, a partner in Ernst and Whinney (now Ernst and Young) and co-author of the first book in operations research with Wes Churchman and Russ Ackoff. Previous Arnoff lecturers were Robert E. D. (Gene) Woolsey, Professor of the Colorado School of Mines in 1992 and Thomas M. Cook, President of American Airlines Decision Technologies in 1993. For information about these past Arnoff Lectures and regarding future Arnoff Lectures, please contact the Department of Quantitative Analysis and Operations Management at (513)556-7140.

The speaker for this Third Arnoff Lecture is Professor Saul I. Gass. Professor Gass received his B.S. in Education and M.A. in Mathematics from Boston University, and his Ph.D. in Engineering Science/Operations Research from the University of California, Berkeley. He is currently Professor of Management Science and Statistics at the College of Business and Management, University of Maryland. Dr. Gass first served as a mathematician for the Aberdeen Bombing Mission, U.S. Air Force, and then transferred to Air Force Headquarters where he began his career in operations research with the Directorate of Management Analysis, the organization in which linear programming was first developed. For IBM he was Manager of the Project Mercury man-in-space program, and Manager of IBM's Federal Civil Programs. He was Senior Vice-President of World Systems Laboratories and Vice-President of Mathematica. He has served as a consultant to the U.S. General Accounting Office, Congressional Budget Office, the National Institute of Standards and Technology, and other operations research and systems analysis organizations. Included in his many publications are the text ***Linear Programming*** now in its fifth edition, the book ***An Illustrated Guide to Linear Programming***, and the text ***Decision Making, Models and Algorithms***. Dr. Gass was President of both the Operations Research Society of America and Omega Rho, the international operations research honor society. He was the 1991 recipient of the Operations Research Society of America's George E. Kimball Medal for distinguished service to the society and the profession.