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Dear Prof. Christian S. Jensen:

We are submitting this manuscript, entitled “A Causal Model of DBMS Suboptimality,” to ACM *Transactions on Database Systems* (TODS).

In this cover letter we disclose the following information.

- No version of this manuscript has been previously published nor be currently under consideration for publication elsewhere. We have anonymized the current submission as directed by the double-blind review guidelines on the TODS web site. Note that Section 9 (on pages 36–37) of this manuscript summarizes the contributions in an attempt to draw a causal explanation of suboptimality and then to uncover a fundamental limit on the number of operators that a DBMS may be able to support.
- The authors of this manuscript are: Richard T. Snodgrass (Department of Computer Science, University of Arizona), Sabah Currim (Alumni Association, University of Arizona), and Young-Kyoon Suh (KISTI).
- No anonymous citations appear in this manuscript.
- Conflict of interests associated with the listed five categories: Richard T. Snodgrass’s and Young-Kyoon Suh’s have a number of people to list. (See below for details.) For the other author, her collaborators are all at the University of Arizona.

Below is Richard T. Snodgrass’s list of people in conflicts of interests.

Luca Anselma (University of Piemonte, Italy), Michael Böhlen (University of Zurich), Alessio Bottrighi (University of Piemonte, Italy), Glenn Browne (Texas Tech), James Cordy (Queen’s University), Faiz Currim (University of Arizona), Sabah Currim (University of Arizona), Curtis Dyreson (Utah State University), Dengfeng Gao (IBM), Johann Gamper (Free University of Bozen-Bolzano), Christian S. Jensen (Aalborg University), Shailesh Joshi (Expedia), Vijay Khatrri (Indiana University), Soumyadeb Mitra (Data Domain), Gianpaolo Molino (Torino, Italy), Bongki Moon (Seoul National University), Clayton Morrison (University of Arizona), Jeffrey Parsons (Memorial University of Newfoundland), Kyriacos Pavlou (University of Illinois), Sudha Ram (University of Arizona), Young-Kyoon Suh (KISTI), Paolo Terenziani (University of Piemonte, Italy), Stephen Thomas (Queen’s University), Bedirhan Urgun (Turkcell), Marianne Winslett (University of Illinois), and Rui Zhang (Dataware Ventures).

Michael Böhlen (University of Zurich) was a postdoctoral student. Richard Snodgrass has advised the following doctoral students, Ilsoo Ahn (Samsung), Curtis E. Dyreson (Utah State University), Dengfeng Gao (IBM), Daniel Hoffman (University of Victoria), Nick Kline (Google), Edwin E. McKenzie, Kyri Pavlou (University of Illinois), Karen P. Shannon, Michael D. Soo (Reliant Steel), Rui Zhang (Dataware), and Young-Kyoon Suh (KISTI), along with eleven MS thesis students.

Richard Snodgrass's dissertation committee was chaired by William Wulf and included Arthur Evans, Anita Jones, Joseph Newcomer, and Zary Segall.

Below is Young-Kyoon Suh's list of people in conflicts of interests.

Alain Crolotte (Teradata), Sabah Currim (University of Arizona), Ahmad Ghazal (Oracle), John Kececioglu (University of Arizona), Jong Wook Kim (Sangmyung University), Myoung Ho Kim (KAIST), Pekka Kostamaa (Teradata), Ki Yong Lee (Sookmyung Women's University), Sang-Won Lee (Sungkyunkwan University), Rob Maier (University of Arizona), Bongki Moon (Seoul National University), Kyriacos Pavlou (University of Illinois), Sudha Ram (University of Arizona), Richard Snodgrass (University of Arizona), Cheng Yi (Google), and Rui Zhang (Dataware Ventures).

Young-Kyoon Suh's dissertation committee was chaired by Richard T. Snodgrass and included John Kececioglu, Peter Downey, and Sabah Currim.

Sincerely yours,

Young-Kyoon Suh