

**Master of Applied Business Analytics**

Appendix A

Summary of Letters of Support and Employer Needs Survey



**Arkansas  
BlueCross BlueShield**  
An Independent Licensee of the Blue Cross and Blue Shield Association

601 S. Gaines St.  
P.O. Box 2181  
Little Rock, Arkansas 72203-2181

April 11, 2019

Dr. Rajiv Sabherwal  
Edwin & Karlee Bradberry Chair in Information Systems  
Chair of Department of Information Systems  
Sam M. Walton College of Business  
Business Building 204A  
University of Arkansas  
Fayetteville, AR 72701

Dear Dr. Sabherwal,

This letter is in support of the proposed Masters in Applied Business Analytics at the Walton College, University of Arkansas. Data driven decision-making permeates throughout our company. Consequently, analytics has become very important in many roles, from operational to strategic decisions. Arkansas Blue Cross and Blue Shield strongly supports this curriculum proposal; we believe that the graduates with these additional analytics knowledge and skills will be in high demand across a wide variety of organizations, including ours.

Sincerely,

A handwritten signature in blue ink that reads "Kim Henderson".

Kim Henderson  
Vice President, Information Systems  
Arkansas Blue Cross and Blue Shield  
Information Systems Management  
320 West Capitol, Suite 601  
Little Rock, AR 72201

# Letter of Support

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## Dr. Rajiv Sabherwal

Professor/Edwin & Karlee Bradberry Chair in Information Systems, Information Systems Department Chair

Department of Information Systems

Office: WCOB204A

(479) 575-2216

[rsabherwal@walton.uark.edu](mailto:rsabherwal@walton.uark.edu)

## Dr. Sabherwal,

Your proposed Masters in Applied Business Analytics at the Walton College is a welcomed and much needed addition to the portfolio of degrees offered at the University of Arkansas. Since beginning my involvement with the university in 2014, I consistently heard the need for a curriculum that connects the dots to uncovering business value through analytics.

The proposed Masters in Applied Business Analytics would be a strong follow on degree for two key categories of prospective students. The first is the business focused professional that recognizes the opportunities in their workplace and needs this curriculum to see how business analytics can unlock value, solve problems and gain efficiencies. The other category would be gifted technologists or statisticians who lack the business acumen to help their business partners unlock value with the technical capabilities they possess. In both cases the students increase their value to employers and become valuable assets that can bridge the chasm that exists between business and IT professionals in organizations.

Thank you for championing the proposed degree that will help better prepare students and keep the University of Arkansas relevant with a much-needed curriculum supporting business analytics.

Sincerely,

### Andrew Fano

Executive Account Director

(m) 704.965.1821

(o) 479.418.7573

(f) 866.797.1241

[linkedin.com/in/andrew-fano](https://www.linkedin.com/in/andrew-fano)

**teradata.**

2407 SE Cottonwood St, Bentonville, AR 72712

[teradata.com](http://teradata.com)

*Stop buying "analytics." Invest in answers.*

# Dillard's, Inc.

1600 Cantrell Rd., Little Rock, AR 72201

April 10, 2019

Dr. Rajiv Sabherwal  
Departmental Chairperson  
Walton College of Business  
WCOB 204  
University of Arkansas  
Fayetteville, AR 72701

Dear Rajiv,

Dillard's is pleased to submit an endorsement for the program, Masters of Applied Business Analytics.

Analytics has become a critical role within companies to make informed and advanced decisions to improve and transform their business. Business analytics is used by most enterprises to exploit data driven computing models for better and faster quality business decisions.

With the increased utilization of advanced analytics and statistical techniques to achieve business outcomes, it becomes increasingly hard to attract and retain talent with professional experience in these areas. Onboarding and training of inexperienced hires is a lengthy process, making it a priority to provide the academic programs that will equip college graduates with the necessary skills.

Being a top business school, there are a number of reasons why students should consider partnering with this Masters program. Top students have been attracted to the school because of companies like Walmart and J.B. Hunt, whose finances and resources are being provided to help grow the College of Business. These companies and others like Dillard's and Tyson provide data and resources to the Center for Retailing Excellence and Supply Chain Management Research Centers. Mentored by executives from these companies, they are helping students understand how course material meets the real world.

This disciplinary focus exemplifies courses and subject matter for training necessary to produce qualified professionals toward advanced skills in analytics.

Sincerely,



Terry Glover  
Director of IT Infrastructure  
Dillard's, Inc.



April 13, 2019

Dr. Rajiv Sabherwal  
Professor and Chair, Department of Information Systems  
Sam M. Walton College of Business  
University of Arkansas  
Fayetteville, AR 72701

Dear Rajiv,

I was excited to learn that the Walton College has created a proposal to create a Masters program in Applied Business Analytics. As you well know the intersection of business and technology stands at a major inflection point. In today's world, we are seeing unprecedented amounts of data being created every day. Each day, humans are created almost 3 exabytes of data every day and it's forecasted that we will see 163 zettabytes created each day by 2025. The aspects of businesses being able to glean real information from the vast array of data enabled by the Internet of Things, sensors, social, weather, economic and demographic data is beyond incredible. The way this data will shape business and the way the world works is very exciting to say the least.

To continue to move Arkansas forward as a leading institution, and to expose our students to the methods for harvesting this data and analyzing data is mandatory. You and I have had plenty of discussions on Business Analytics, Predictive Analytics and Data Sciences. At Tyson Foods, this is a major focus area for us. We have budgeted some strong investments to help us grow our capability in this, unfortunately due to a lack of capability here locally, we have had to go to India to build out a Data Sciences and Predictive Analytics practice. With Arkansas adding this program, we could get tremendous benefit from your students and will look to add them as interns as well as employees at Tyson. There really is no other program of study that we would ask Arkansas to consider than this program.

Please let me know what I can do, what Tyson can do to help bring this to a successful conclusion.

Best,

A handwritten signature in cursive script that reads 'Scott Spradley'.

J. Scott Spradley  
Executive Vice President and Chief Technology Officer  
Tyson Foods Inc



**J.B. Hunt Transport, Inc.**

April 25, 2019

J.B. Hunt  
Douglas Mettenburg  
615 J.B. Hunt Dr.  
Lowell, AR 72745

Re: Letter of Support for the Masters in Applied Business Analytics

Dear Rajiv Sabherwal,

I am writing this letter to tell you that J.B. Hunt and myself will be very supportive of the purposed Masters in Applied Business Analytics program. Over the last few years the use of data to make decisions in our organization has had great success with a great ROI. This program would be crucial in getting more people in the organization the skills to use data more effectively.

Sincerely,

A handwritten signature in brown ink, appearing to read "Douglas Mettenburg". The signature is written in a cursive style with a large, sweeping "M".

Douglas Mettenburg  
VP of Engineering and Technology  
JB. Hunt

## Employer Needs Survey Form

**Date:** 4/11/19

**Institution:** Walton College of Business, University of Arkansas

**Return this survey by email to:** cronan@uark.edu **by date:** *April 12, 2019*

**Proposed Degree Program:** Master of Applied Business Analytics

**Brief description of program:** The proposed degree is designed to provide professional preparation for positions in business, government, and public service. It provides sufficient flexibility to meet the needs of students with various backgrounds and foster lifelong learning and innovation. Students may choose from a variety of analytics electives in Business, Economic Analytics, Statistics, and Educational Statistics and Research Methods. The degree prepares graduate students for a successful career in applied business analytics with several capabilities:

1. the ability to use business analytics, information technology, and statistics to solve business problems;
2. the ability to apply state-of-the-art technologies for data -- representation, retrieval, manipulation, storage, governance, security, data mining/machine learning, as well as analysis and visualization;
3. the ability to develop intermediate and advanced descriptive, predictive, and prescriptive statistical models to provide solutions for business decisions;
4. the ability to use business and analytics knowledge as well as apply critical thinking skills to problem identification, problem solving, decision making, and visualization;
5. the ability to interpret and communicate findings and implications to managers and decision makers, and;
6. the ability to communicate (individually and as a team) in written, verbal, and presentation formats.

Please refer any questions to Paul Cronan, Professor and Director of Graduate Programs at cronan@uark.edu.

**Employer:** Arkansas Blue Cross Blue Shield

**Type of company:** Insurance

**Contact Person:** Kim Henderson

**Position Title:** VP Information Systems

**Email:** kahenderson@arkbluecross.com

**Telephone number:** 501-378-6938

1. List job titles with your company that require employees to have the knowledge and skills obtained from the proposed degree program:  
Medical Informatics Analyst, Financial Informatics Analyst
2. List the degree required for each job title listed in #1:  
Bachelor's degree with 7 years of experience or Master's degree with 5 years of experience
3. Indicate the certification/licensure required for each job title listed in #1:  
None

4. How many positions do you currently have for each job title listed in #1?  
 \_\_\_ 49 \_\_\_\_\_
5. How many position openings do you currently have for each job title listed in #1?  
 \_\_\_ None \_\_\_\_\_
6. How many position openings will you have the next 2–5 years for each job title listed in #1?  
 \_\_\_ No additions planned, turn-over unknown \_\_\_\_\_
7. What is the annual salary for each position listed in #4 & #5?  
 \_\_\_ Minimum Salary \$59,000 \_\_\_\_\_
8. If no openings now, when do you anticipate having openings for the positions listed in #1?  
 \_\_\_ No additions planned, turn-over unknown \_\_\_\_\_
9. Would you give hiring preference to applicants with the proposed degree?  
 \_\_\_ Yes \_\_\_\_\_
10. Indicate the number of employees who would benefit from enrolling in selected coursework in the proposed degree program? \_\_\_ 5 - 10 \_\_\_\_\_  
 If yes, would you provide tuition assistance? \_\_\_ Yes \_\_\_\_\_
11. Would it be helpful for your employees if the courses were offered online/distance technology, evenings or weekends? \_\_\_ Yes \_\_\_\_\_ Indicate your preference: \_\_\_ Online with evening or weekends \_\_\_\_\_
12. Indicate the type of support your company will provide for the proposed degree program, such as, program start-up funds, provide an internship site, part-time faculty, tuition reimbursement, employee release time, or equipment: \_\_\_ tuition reimbursement \_\_\_\_\_
13. Will you or a co-worker serve on the institution's program advisory committee? (provide name and email)  
 \_\_\_ Not at this time \_\_\_\_\_
14. Indicate the skills individuals would need for employment in the positions listed in #1:
- |                                              |                                |                              |
|----------------------------------------------|--------------------------------|------------------------------|
| ___ Interpersonal communications             | ___ Supervision/Management     | ___ Budgeting                |
| <u>X</u> Written/oral communications         | ___ Leadership/initiative      | <u>X</u> Data analysis       |
| <u>X</u> Team work                           | <u>X</u> Planning/Organizing   | <u>X</u> Public Speaking     |
| ___ Independent worker                       | ___ Conflict resolution        | ___ Marketing                |
| <u>X</u> Analytical reasoning                | <u>X</u> Problem Solver        | ___ Teacher/Trainer          |
| <u>X</u> Computer programming                | <u>X</u> Computer applications | ___ PowerPoint Presentations |
| ___ Foreign Language (specify) _____         |                                |                              |
| ___ Other skills not listed (identify) _____ |                                |                              |

15. How will this proposed degree program benefit your local community, the state, region or nation?

This degree could help provide resources at the state and national level that are currently not widely available and will be an ever increasing need as our society moves to more data driven decision making for all aspects of business, especially in the Healthcare arena.

16. Provide any additional comments about the proposed degree program.

It sounds like a valuable degree but might suggest that you add more courses in data management and advanced analytics allow for an individual to get more of a comprehensive knowledge in a given area. Also, you might want to add a class or two on Data Science to the elective courses.

## Employer Needs Survey Form

**Date:** 4/10/2019

**Institution:** Walton College of Business, University of Arkansas

**Return this survey by email to:** cronan@uark.edu **by date:** *April 12, 2019*

**Proposed Degree Program:** Master of Applied Business Analytics

**Brief description of program:** The proposed degree is designed to provide professional preparation for positions in business, government, and public service. It provides sufficient flexibility to meet the needs of students with various backgrounds and foster lifelong learning and innovation. Students may choose from a variety of analytics electives in Business, Economic Analytics, Statistics, and Educational Statistics and Research Methods. The degree prepares graduate students for a successful career in applied business analytics with several capabilities:

1. the ability to use business analytics, information technology, and statistics to solve business problems;
2. the ability to apply state-of-the-art technologies for data -- representation, retrieval, manipulation, storage, governance, security, data mining/machine learning, as well as analysis and visualization;
3. the ability to develop intermediate and advanced descriptive, predictive, and prescriptive statistical models to provide solutions for business decisions;
4. the ability to use business and analytics knowledge as well as apply critical thinking skills to problem identification, problem solving, decision making, and visualization;
5. the ability to interpret and communicate findings and implications to managers and decision makers, and;
6. the ability to communicate (individually and as a team) in written, verbal, and presentation formats.

Please refer any questions to Paul Cronan, Professor and Director of Graduate Programs at cronan@uark.edu.

**Employer:** Teradata Corporation

**Type of company:** Data and Analytics SW Company

**Contact Person:** Andrew Fano

**Position Title:** Executive Account Director

**Email:** Andrew.Fano@Teradata.com

**Telephone number:** 704.965.1821

1. List job titles with your company that require employees to have the knowledge and skills obtained from the proposed degree program:

- Application Consultant BEIJING, BJ
- Big Data Platform Specialist Prague, PM
- Business Analyst/Data Analyst Canberra, ACT
- Business Application Consultant Moscow, MOW
- Business Consultant BEIJING, BJ
- Business Consultant Melbourne, VIC
- Business Consultant North Sydney, NSW
- Business Consultant Finance Tokyo, TK
- Business Operation Analyst Powai Mumbai, MH
- Business Outcome Partner MUNICH, BV

- Business Outcome Partner - Automotive MUNICH, BV
- Business Outcome Partner - Banking / Finance Vienna, WI
- Business Outcomes Partner - Automotive MUNICH, BV
- Business Outcomes Partner - Banking Ar Riyad, RI
- Business Outcomes Partner - Banking London, UK-GL
- BUSINESS OUTCOMES PARTNER - Consumer Packaged Goods London, UK-GL
- Business Outcomes Partner - Oil & Gas Oslo, OS
- BUSINESS OUTCOMES PARTNER - Telco Antony, IF
- Business Outcomes Partner - Telco Ar Riyad, RI
- Business Outcomes Partner - Telco Stockholm, ST
- Commercial Engagement Lead Madrid, MD
- Commercial Engagement Manager Vienna, WI
- Consulting Finance Analyst North Sydney, NSW
- Country Resource Manager Moscow, MOW
- Data Engineer Prague, PM
- Data Modeler Cairo, C
- Data Scientist Islamabad, IS
- Data Scientist Madrid, MD
- Data Scientist Madrid, MD
- Data Visualization Expert Islamabad, IS
- Database Administrator Moscow, MOW
- EMEA Cloud Architect Antony, IF
- EMEA Solution Engineer (m/f) Espoo, US
- Engagement Manager Cairo, C
- Engagement Manager Canberra, ACT
- Engagement Manager Finance Tokyo, TK
- EPM Executive Project Manager Tokyo, TK
- ETL Developer Moscow, MOW
- Execution & Enablement Director: Asia Pacific Region North Sydney, NSW
- Financial Services - Toronto Industry Business Consultant Toronto, ON
- Healthcare - Principal Industry Consultant Minneapolis, MN
- Industry Business Consultant – Healthcare, Central Region - Virtual Chicago, IL
- Industry Business Consultant – Retail Omni-Channel Marketing , West San Francisco, CA
- Industry Business Consultant – Travel & Transportation, Central Region - Virtual Chicago, IL
- Industry Business Consultant- Financial Services, East Region- Virtual New York, NY
- Industry Consultant - Retail CPG West or Central Region Santa Clara, CA
- Junior Database Administrator Canberra, ACT
- Life Sciences - Industry Consultant - Eastern Region Philadelphia, PA
- Principal Big Data Engineer Stockholm, ST
- Principal Data Scientist - Central Region - Virtual Minneapolis, MN
- Principal Data Scientist - Financial Services New York, NY
- Principal Software Engineer Tokyo, TK
- QA Engineer Prague, PM
- Retail / CPG Industry Business Consultant – Central Region Chicago, IL
- Retail / Industrial - Commercial Industry Business Consultant Dallas, TX

- Senior Data Scientist Madrid, MD
- Senior Financial Analyst, Consulting San Diego, CA
- Senior Financial Analyst, Consulting San Diego, CA
- Senior Financial Analyst, Consulting San Diego, CA
- Senior Hadoop Engineer Canberra, ACT
- Senior Program Manager Antony, IF
- Senior Software Engineer Madrid, MD
- Senior Software Engineer Milan, 25
- Senior Software Engineer Stockholm, ST
- Senior Solution Architect Canberra, ACT
- Service Now Developer Lahore, PB
- Services Account Manager London, UK-GL
- Services Account Manager London, UK-GL
- Services Account Manager Powai Mumbai, MH
- Software Engineer Islamabad, IS
- Software Engineer Lahore, PB
- Software Engineer Madrid, MD
- Software Engineer Madrid, MD
- Software Engineer Rome, 62
- Software Engineer Stockholm, ST
- Software Engineer Tokyo, TK
- Solution Architect MUNICH, BV
- Solution Architect Tokyo, TK
- Solution Architect - Automotive MUNICH, BV
- Solution Architect - Manufacturing Frankfurt, HS
- Solution Architect - Telecommunication Frankfurt, HS
- Solution Architect (m/f) Stockholm, ST
- Solution Architect Automotive Tokyo, TK
- Solution Architect EMEA Copenhagen, HS
- Solution Architect EMEA Vienna, WI
- Systems Engineer Prague, PM

2. List the degree required for each job title listed in #1:

Business degree with concentration in data & analytics, Computer Science Degree, Computer Engineering, and Math/Statistics Degrees would be considered for the jobs in list #1

3. Indicate the certification/licensure required for each job title listed in #1:

N/A

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4. How many positions do you currently have for each job title listed in #1?

We have more than 50 field position listed in field # 1, That does not include engineering positions where we have 66 positions.

5. How many position openings do you currently have for each job title listed in #1?

One for each position/location listed

6. How many position openings will you have the next 2–5 years for each job title listed in #1?

We should consistently have 100-200 positions open at all times.

7. What is the annual salary for each position listed in #4 & #5?  
 \_Salaries range based on experience and would be between \$60k an \$200k\_
8. If no openings now, when do you anticipate having openings for the positions listed in #1?  
 N/A \_\_\_\_\_
9. Would you give hiring preference to applicants with the proposed degree?  
 \_Yes\_
10. Indicate the number of employees who would benefit from enrolling in selected coursework in the proposed degree program?  
 \_My opinion is that as many as 100+ employees would benefit but logistics would present challenges since we do not have large facilities near the University of Arkansas\_  
 If yes, would you provide tuition assistance? \_Teradata provides tuition assistance for job related degrees. \_
11. Would it be helpful for your employees if the courses were offered online/distance technology, evenings or weekends? \_yes\_      Indicate your preference: \_online/distance due to proximity issues (see #10). \_
12. Indicate the type of support your company will provide for the proposed degree program, such as, program start-up funds, provide an internship site, part-time faculty, tuition reimbursement, employee release time, or equipment:  
 \_We currently support a system at the university and are seek a way to continue that support. As shared in answer #10, Teradata does offer tuition reimbursement. \_
13. Will you or a co-worker serve on the institution's program advisory committee? (provide name and email)  
 \_I would be willing to participate\_
14. Indicate the skills individuals would need for employment in the positions listed in #1:
- |                                                                                                           |                                                           |                                                              |
|-----------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|--------------------------------------------------------------|
| <input checked="" type="checkbox"/> Interpersonal communications                                          | <input type="checkbox"/> Supervision/Management           | <input type="checkbox"/> Budgeting                           |
| <input checked="" type="checkbox"/> Written/oral communications                                           | <input type="checkbox"/> Leadership/initiative            | <input checked="" type="checkbox"/> Data analysis            |
| <input type="checkbox"/> Team work                                                                        | <input type="checkbox"/> Planning/Organizing              | <input type="checkbox"/> Public Speaking                     |
| <input type="checkbox"/> Independent worker                                                               | <input type="checkbox"/> Conflict resolution              | <input type="checkbox"/> Marketing                           |
| <input checked="" type="checkbox"/> Analytical reasoning                                                  | <input checked="" type="checkbox"/> Problem Solver        | <input type="checkbox"/> Teacher/Trainer                     |
| <input type="checkbox"/> Computer programming                                                             | <input checked="" type="checkbox"/> Computer applications | <input checked="" type="checkbox"/> PowerPoint Presentations |
| <input checked="" type="checkbox"/> Foreign Language (specify) _Only for roles listed in other countries_ |                                                           |                                                              |
| <input type="checkbox"/> Other skills not listed (identify) _____                                         |                                                           |                                                              |
15. How will this proposed degree program benefit your local community, the state, region or nation? There is a shortage of data scientists and this degree would provide foundational knowledge for future data scientists
16. Provide any additional comments about the proposed degree program. This is a growing interdisciplinary field with a need for bringing the needed skill together in one degree. People with these skills are called "unicorns" because they are hard to find due to the interdisciplinary nature of the role this degree supports.

## Employer Needs Survey Form

**Date:** 04/11/2019

**Institution:** Walton College of Business, University of Arkansas

**Return this survey by email to:** cronan@uark.edu **by date:** *April 12, 2019*

**Proposed Degree Program:** Master of Applied Business Analytics

**Brief description of program:** The proposed degree is designed to provide professional preparation for positions in business, government, and public service. It provides sufficient flexibility to meet the needs of students with various backgrounds and foster lifelong learning and innovation. Students may choose from a variety of analytics electives in Business, Economic Analytics, Statistics, and Educational Statistics and Research Methods. The degree prepares graduate students for a successful career in applied business analytics with several capabilities:

1. the ability to use business analytics, information technology, and statistics to solve business problems;
2. the ability to apply state-of-the-art technologies for data -- representation, retrieval, manipulation, storage, governance, security, data mining/machine learning, as well as analysis and visualization;
3. the ability to develop intermediate and advanced descriptive, predictive, and prescriptive statistical models to provide solutions for business decisions;
4. the ability to use business and analytics knowledge as well as apply critical thinking skills to problem identification, problem solving, decision making, and visualization;
5. the ability to interpret and communicate findings and implications to managers and decision makers, and;
6. the ability to communicate (individually and as a team) in written, verbal, and presentation formats.

Please refer any questions to Paul Cronan, Professor and Director of Graduate Programs at cronan@uark.edu.

**Employer:** Dillard's

**Type of company:** Retail

**Contact Person:** Maiga Bishop

**Position Title:** Director, BI & Analytics

**Email:** maiga.bishop@dillards.com

**Telephone number:** (501)376-5065

1. List job titles with your company that require employees to have the knowledge and skills obtained from the proposed degree program:
  - a. Statistical Data Analyst
  - b. Data Scientist
  - c. Supply Chain Analyst
  - d. Financial Analyst
  - e. Statistical Analyst
  
2. List the degree required for each job title listed in #1:
  - a. Statistical Data Analyst – BS in Management Information Systems, Statistical Analysis, Applied Mathematics or related field (MS preferred)

- b. Data Scientist – MS in Management Information Systems, Statistical Analysis, Applied Mathematics or related field (PhD preferred)
- c. Supply Chain Analyst - MS in STEM field/BS + experience
- d. Financial Analyst, Statistical Analyst - Finance, Statistics, Computer Science, Business

3. Indicate the certification/licensure required for each job title listed in #1: N/A

4. How many positions do you currently have for each job title listed in #1?

- a. Statistical Data Analyst – 4
- b. Data Scientist – 3
- c. Supply Chain Analyst – 7
- d. Financial Analyst, Statistical Analyst – 4

5. How many position openings do you currently have for each job title listed in #1?

- a. Statistical Data Analyst – 0
- b. Data Scientist – 0
- c. Supply Chain Analyst – 1
- d. Financial Analyst, Statistical Analyst – 1

6. How many position openings will you have the next 2–5 years for each job title listed in #1? 15

7. What is the annual salary for each position listed in #4 & #5?

- a. Statistical Data Analyst – \$60k - \$70k
- b. Data Scientist – \$80k - \$100+
- c. Supply Chain Analyst – \$60k - \$75k
- d. Financial Analyst, Statistical Analyst – \$60k - \$80k level 2, \$50k entry level

8. If no openings now, when do you anticipate having openings for the positions listed in #1? 2-3 years

9. Would you give hiring preference to applicants with the proposed degree? Yes

10. Indicate the number of employees who would benefit from enrolling in selected coursework in the proposed degree program? N/A

If yes, would you provide tuition assistance? \_\_\_\_\_

11. Would it be helpful for your employees if the courses were offered online/distance technology, evenings or weekends? \_\_\_\_\_ Indicate your preference: online

12. Indicate the type of support your company will provide for the proposed degree program, such as, program start-up funds, provide an internship site, part-time faculty, tuition reimbursement, employee release time, or equipment: \_\_\_\_\_

13. Will you or a co-worker serve on the institution’s program advisory committee? (provide name and email)

Maiga Bishop – maiga.bishop@dillards.com

14. Indicate the skills individuals would need for employment in the positions listed in #1:

- |                                |                              |                 |
|--------------------------------|------------------------------|-----------------|
| X Interpersonal communications | _____ Supervision/Management | _____ Budgeting |
| X Written/oral communications  | X Leadership/initiative      | X Data analysis |

X Team work                      X Planning/Organizing                      X Public Speaking  
X Independent worker           X Conflict resolution                      \_\_\_\_\_ Marketing  
X Analytical reasoning           X Problem Solver                      \_\_\_\_\_ Teacher/Trainer  
X Computer programming      X Computer applications                      X PowerPoint Presentations  
\_\_\_\_\_ Foreign Language (specify) \_\_\_\_\_  
\_\_\_\_\_ Other skills not listed (identify) \_\_\_\_\_

15. How will this proposed degree program benefit your local community, the state, region or nation?  
Give us more ability to recruit local talent. Give Arkansas a competitive advantage, providing an academic program that aligns with an increased demand across the country.
16. Provide any additional comments about the proposed degree program.

## Employer Needs Survey Form

**Date:** 04/15/2019

**Institution:** Walton College of Business, University of Arkansas

**Return this survey by email to:** cronan@uark.edu **by date:** *April 12, 2019*

**Proposed Degree Program:** Master of Applied Business Analytics

**Brief description of program:** The proposed degree is designed to provide professional preparation for positions in business, government, and public service. It provides sufficient flexibility to meet the needs of students with various backgrounds and foster lifelong learning and innovation. Students may choose from a variety of analytics electives in Business, Economic Analytics, Statistics, and Educational Statistics and Research Methods. The degree prepares graduate students for a successful career in applied business analytics with several capabilities:

1. the ability to use business analytics, information technology, and statistics to solve business problems;
2. the ability to apply state-of-the-art technologies for data -- representation, retrieval, manipulation, storage, governance, security, data mining/machine learning, as well as analysis and visualization;
3. the ability to develop intermediate and advanced descriptive, predictive, and prescriptive statistical models to provide solutions for business decisions;
4. the ability to use business and analytics knowledge as well as apply critical thinking skills to problem identification, problem solving, decision making, and visualization;
5. the ability to interpret and communicate findings and implications to managers and decision makers, and;
6. the ability to communicate (individually and as a team) in written, verbal, and presentation formats.

Please refer any questions to Paul Cronan, Professor and Director of Graduate Programs at cronan@uark.edu.

**Employer:** Tyson Foods

**Type of company:** Consumer Goods

**Contact Person:** Scott Spradley

**Position Title:** Executive Vice President & Chief Technology Officer

**Email:** scott.spradley@tyson.com

**Telephone number:** 479-290-7298

1. List job titles with your company that require employees to have the knowledge and skills obtained from the proposed degree program: Data Scientist, Business Analysts, Predictive Analytics Analysts
2. List the degree required for each job title listed in #1: BS, BA, MBA, MS, PhD, Mathematics, Economics, MIS, Software Engineering,
3. Indicate the certification/licensure required for each job title listed in #1:  
\_\_\_\_\_
4. How many positions do you currently have for each job title listed in #1?

5. How many position openings do you currently have for each job title listed in #1?  
 \_\_\_ 10 \_\_\_\_\_
6. How many position openings will you have the next 2–5 years for each job title listed in #1?  
 \_\_\_ 30 \_\_\_\_\_
7. What is the annual salary for each position listed in #4 & #5? \_\_\_ Ranging from 90K to 250K \_\_\_\_\_
8. If no openings now, when do you anticipate having openings for the positions listed in #1? \_\_\_ currently open \_\_\_\_\_
9. Would you give hiring preference to applicants with the proposed degree?  
 \_\_\_ x \_\_\_ Yes \_\_\_\_\_
10. Indicate the number of employees who would benefit from enrolling in selected coursework in the proposed degree program? \_\_\_ 35 \_\_\_\_\_  
 If yes, would you provide tuition assistance? \_\_\_ yes \_\_\_\_\_
11. Would it be helpful for your employees if the courses were offered online/distance technology, evenings or weekends? \_\_\_ Yes \_\_\_\_\_ Indicate your preference: \_\_\_ in-class study \_\_\_\_\_
12. Indicate the type of support your company will provide for the proposed degree program, such as, program start-up funds, provide an internship site, part-time faculty, tuition reimbursement, employee release time, or equipment: \_\_\_ Tuition Reimbursement, Internships, part-time faculty, possible investment \_\_\_\_\_
13. Will you or a co-worker serve on the institution’s program advisory committee? (provide name and email)  
 \_\_\_ Yes \_\_\_\_\_
14. Indicate the skills individuals would need for employment in the positions listed in #1:
- |                                                                    |                            |                              |
|--------------------------------------------------------------------|----------------------------|------------------------------|
| ___ Interpersonal communications                                   | ___ Supervision/Management | ___ Budgeting                |
| ___ Written/oral communications                                    | ___ Leadership/initiative  | ___ x ___ Data analysis      |
| ___ Team work                                                      | ___ Planning/Organizing    | ___ Public Speaking          |
| ___ Independent worker                                             | ___ Conflict resolution    | ___ Marketing                |
| ___ x ___ Analytical reasoning                                     | ___ Problem Solver         | ___ Teacher/Trainer          |
| ___ x ___ Computer programming                                     | ___ Computer applications  | ___ PowerPoint Presentations |
| ___ Foreign Language (specify) _____                               |                            |                              |
| ___ Other skills not listed (identify) ___ Logic, Statistics _____ |                            |                              |
15. How will this proposed degree program benefit your local community, the state, region or nation?  
 Strong belief that developing this type of capability has direct benefit to industry in NWA, Arkansas, Regionally and National impact.
16. Provide any additional comments about the proposed degree program. This program of study is sorely needed, as data has emerged as the preeminent set of insights to propel decision making, speed, efficiency and cost.

## Employer Needs Survey Form

**Date:** \_\_\_\_\_4/25/2019\_\_\_\_\_

**Institution:** Walton College of Business, University of Arkansas

**Return this survey by email to:** cronan@uark.edu **by date:** April 12, 2019

**Proposed Degree Program:** Master of Applied Business Analytics

**Brief description of program:** The proposed degree is designed to provide professional preparation for positions in business, government, and public service. It provides sufficient flexibility to meet the needs of students with various backgrounds and foster lifelong learning and innovation. Students may choose from a variety of analytics electives in Business, Economic Analytics, Statistics, and Educational Statistics and Research Methods. The degree prepares graduate students for a successful career in applied business analytics with several capabilities:

1. the ability to use business analytics, information technology, and statistics to solve business problems;
2. the ability to apply state-of-the-art technologies for data -- representation, retrieval, manipulation, storage, governance, security, data mining/machine learning, as well as analysis and visualization;
3. the ability to develop intermediate and advanced descriptive, predictive, and prescriptive statistical models to provide solutions for business decisions;
4. the ability to use business and analytics knowledge as well as apply critical thinking skills to problem identification, problem solving, decision making, and visualization;
5. the ability to interpret and communicate findings and implications to managers and decision makers, and;
6. the ability to communicate (individually and as a team) in written, verbal, and presentation formats.

Please refer any questions to Paul Cronan, Professor and Director of Graduate Programs at cronan@uark.edu.

**Employer:** \_\_\_\_\_J.B. Hunt\_\_\_\_\_

**Type of company:** \_\_\_\_\_Transportation\_\_\_\_\_

**Contact Person:** \_\_\_\_\_Douglas Mettenburg\_\_\_\_\_

**Position Title:** \_\_\_\_\_VP of Engineering and Technology\_\_\_\_\_

**Email:** \_\_\_\_\_douglas.mettenburg@jbhunt.com\_\_\_\_\_

**Telephone number:** \_\_\_\_\_479.685.7598\_\_\_\_\_

1. List job titles with your company that require employees to have the knowledge and skills obtained from the proposed degree program: \_\_\_\_\_Data Scientist, Logistic Engineer, Business Intelligence\_\_\_\_\_
2. List the degree required for each job title listed in #1: \_\_\_\_\_Computer Science, Engineering, Statistics, Math, Buisness\_\_\_\_\_
3. Indicate the certification/licensure required for each job title listed in #1:  
\_\_\_\_\_none\_\_\_\_\_

4. How many positions do you currently have for each job title listed in #1?  
 \_\_\_\_\_~100\_\_\_\_\_
5. How many position openings do you currently have for each job title listed in #1?  
 \_\_\_\_\_~5\_\_\_\_\_
6. How many position openings will you have the next 2–5 years for each job title listed in #1?  
 \_\_\_\_\_~5\_\_\_\_\_
7. What is the annual salary for each position listed in #4 & #5? \_\_\_\_\_50-120k\_\_\_\_\_
8. If no openings now, when do you anticipate having openings for the positions listed in #1?  
 \_\_\_\_\_
9. Would you give hiring preference to applicants with the proposed degree?  
 \_\_\_\_\_Maybe\_\_\_\_\_
10. Indicate the number of employees who would benefit from enrolling in selected coursework in the proposed degree program? \_\_\_\_\_~100\_\_\_\_\_
- If yes, would you provide tuition assistance? \_\_\_\_\_yes\_\_\_\_\_
11. Would it be helpful for your employees if the courses were offered online/distance technology, evenings or weekends? \_\_\_\_\_Yes\_\_\_\_\_ Indicate your preference: \_\_\_\_\_online\_\_\_\_\_
12. Indicate the type of support your company will provide for the proposed degree program, such as, program start-up funds, provide an internship site, part-time faculty, tuition reimbursement, employee release time, or equipment: \_\_\_\_\_part-time faculty, tuition reimbursement, internship site (have one at research center)\_\_\_\_\_
13. Will you or a co-worker serve on the institution's program advisory committee? (provide name and email)  
 \_\_\_\_\_Yes, Douglas Mettenburg\_\_\_\_\_
14. Indicate the skills individuals would need for employment in the positions listed in #1:
- |                                                |                              |                                |
|------------------------------------------------|------------------------------|--------------------------------|
| _____ Interpersonal communications             | _____ Supervision/Management | _____ Budgeting                |
| _____ Written/oral communications              | _____ Leadership/initiative  | __x__ Data analysis            |
| _____ Team work                                | _____ Planning/Organizing    | _____ Public Speaking          |
| __x__ Independent worker                       | _____ Conflict resolution    | _____ Marketing                |
| __x__ Analytical reasoning                     | __x__ Problem Solver         | _____ Teacher/Trainer          |
| __x__ Computer programming                     | __x__ Computer applications  | __x__ PowerPoint Presentations |
| _____ Foreign Language (specify) _____         |                              |                                |
| _____ Other skills not listed (identify) _____ |                              |                                |
15. How will this proposed degree program benefit your local community, the state, region or nation?  
 a. Give needed skills to support local job growth
16. Provide any additional comments about the proposed degree program.



-Budgeting
-Written/oral communications
-Leadership/initiative
-Data analysis
-Team work
-Planning/Organizing
-Public Speaking
-Independent worker
-Conflict resolution
-Marketing
-Analytical reasoning
-Problem solver
-Teacher/trainer
-Computer programming
-Computer applications
-PowerPoint presentations
-Foreign Language (specify)
-Other skills (identify)
How will this proposed degree program benefit your local community, the state, region or nation?
Provide any additional comments about the proposed degree program



X
X
X
X
X
X
X
X
X
This degree could help provide resources at the state and national level that are currently not widely available and will be an ever increasing need as our society moves to more data driven decision making for all aspects of business, especially in the Healthcare arena.
It sounds like a valuable degree but might suggest that you add more courses in data management and advanced analytics allow for an individual to get more of a comprehensive knowledge in a given area. Also, you might want to add a class or two on Data Science to the elective courses.

Teradata Corporation
Data & Analytics SW Company
Andrew Fano
Executive Account Director
andrew.fano@teradata.com
704-965-1821
Application Consultant
Bid Data Platform Specialist
Business Analyst/Data Analyst
Business Application Consultant
Business Consultant (multiple)
Business Consultant Finance
Business Operation Analyst
Business Outcome Partner
Business Outcome Partner-Automotive (multiple)
Business Outcome Partner-Banking/Finance
Business Outcomes Partner-Banking (multiple)
Business outcomes partner-Consumer Packaged Goods
Business Outcomes Partner-Oil & Gas
Business outcomes partner-Telco (multiple)
Commercial Engagment Lead
Commercial Engagement Manager
Consulting Finance Analyst
Country Resource Manager
Data Engineer
Data Modeler
Business degree with concentration in data & analytics, Cor
N/A
We have more than 50 field positions listed in field #1. Tha
50
We should consistently have 100/200 positions open at all t
Salaries range based on experience and would be between
N/A
Yes
My opinion is that as many as 100+ employees would benef
Teradata provides tuition assistance for job related degrees
Yes
Online/distance due to proximity issues
We currently support a system at the university and are see
I would be willing to participate
X

X
X
X
X
X
X
X-Only for roles listed in other countries
There is a shortage of data scientists and this degree would
This is a growing interdisciplinary field with a need for bring the interdisciplinary nature of the role this degree supports

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Data Scientist (multiple)
Data Visualization Expert
Database Administrator
EMEA Cloud Architect
EMEA Solution Engineer
Engagement Manager (multiple)
Engagement Manager Finance
EPM Executive Project Manager
ETL Developer
Execution & Enablement Director
Financial Service-Toronto Industry Business Consultant
Healthcare-Principal Industry Consultant
Industry Business Consultant-Healthcare
Industry Business Consultant-Retail Omni-Channel Marketing
Industry Business Consultant-Travel & Transportation
Industry Business Consultant-Financial Services
Industry Consultant-Retail CPB West or Central Region
Junior Database Administrator
Life Sciences-Industry Consultant
Principal Big Data Engineer

Computer Science Degree, Computer Engineering, and Math/Statistics


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It does not include engineering positions where we have 66 positions

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times

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\$60k and \$200k

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fit but logistics would present challenges since we do not have large

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seek a way to continue that support. As shared in answer #10, Teradac

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Principal Data Scientist-Central Region-Virtual
Principal Data Scientist-Financial Services
Principal Software Engineer
QA Entineer
Retail/CPG Industry Business Consultant
Retail/Industrial-Commercial Industry Business Consultant
Senior Data Scientist
Senior Financial Analyst-Consulting (multiple)
Senior Hadoop Engineer
Senior Program Manager
Senior Software Engineer (multiple)
Senior Solution Architect
Service Now Developer
Services Account Manager (multiple)
Software Engineer (multiple)
Solution Architect (multiple)
Solution Architect-Automotive (multiple)
Solution Architect-Manufacturing (multiple)
Solution Architect-Telecommunication
Solution Architect (EMEA)

s degrees would be considered for the jobs in list #1


ins


ge facilities near the University of Arkansas


ata does offer tuition reimbursement






X
X
X
X
X
X
X
X
X
X
X
X
X
Give us more ability to recruit local talent. Give Arkansas a competitive advantage, providing an academic program that aligns with an increased demand across the country.



X
X
X
Strong belief that developing this type of capability has direct benefit to industry in NWA, Arkansas, Regionally and National impact.
1. This program of study is sorely needed, as data has emerged as the preeminent set of insights to propel decision making, speed, efficiency and cost.



X
X
X
X
X
X
X
Give needed skills to support local job growth

**Master of Applied Business Analytics**

Appendix B

Workforce Analysis Request Form

## Workforce Analysis Request Form

**Directions:** An institution shall use this form to request workforce data analysis of a proposed degree program. In completing the form, the institution should refer to the document [AHECB Policy 5.11 Approval of New Degree Programs and Units](#), which prescribes specific requirements for new degree programs. **Note:** This form is required to be submitted by the Chief Academic Officer or individual(s) they designate. Answers need not be confined to the space allotted but may extend to several pages.

### Program Information for Analysis

1. Institution: University of Arkansas – Fayetteville – Department of Information Systems

2. Program Name – Show how the program would appear on the Coordinating Board's program inventory (e.g., *Bachelor of Business Administration* or *Associate of Science in Accounting*):

Master of Applied Business Analytics

3. Proposed CIP Code: If the proposed program does not fit easily into one [CIP Code](#), provide the code it most closely falls into and explain differences / nuances of your program

52.1301 – Management Science

4a. [Standard Occupational Classification \(SOC\)](#) from CIP-SOC Crosswalk:

Take SOC codes from NCES Crosswalk of CIP to SOC, ranked in order of relevance (i.e., the degree to which program graduates are expected to desire and/or be qualified to work in each occupation) **(See Appendix A)**

11.1001	Network and System Administration/Administrat or.	11-3021	Computer and Information Systems Managers
11.1001	Network and System Administration/Administrat or.	15-1122	Information Security Analysts
11.1001	Network and System Administration/Administrat or.	15-1142	Network and Computer Systems Administrators
11.1003	Computer and Information Systems Security/Information Assurance.	11-3021	Computer and Information Systems Managers
11.1003	Computer and Information Systems Security/Information Assurance.	15-1122	Information Security Analysts
11.1003	Computer and Information Systems Security/Information Assurance.	15-1141	Database Administrators
11.1003	Computer and Information Systems	15-1142	Network and Computer Systems Administrators

	Security/Information Assurance.		
11.1005	Information Technology Project Management.	11-3021	Computer and Information Systems Managers
11.1005	Information Technology Project Management.	11-9199	Managers, All Other
11.1005	Information Technology Project Management.	15-1122	Information Security Analysts
11.1005	Information Technology Project Management.	15-1199	Computer Occupations, All Other
27.0501	Statistics, General.	15-2041	Statisticians

52.1302	Business Statistics.	15-2041	Statisticians
52.1302	Business Statistics.	19-3022	Survey Researchers
52.1304	Actuarial Science.	13-2053	Insurance Underwriters
52.1304	Actuarial Science.	15-2011	Actuaries
26.1103	Bioinformatics.	15-1111	Computer and Information Research Scientists
26.1103	Bioinformatics.	15-1132	Software Developers, Applications
26.1103	Bioinformatics.	15-1199	Computer Occupations, All Other

4b. Standard Occupational Classification (SOC) from Expert/Staff Opinion (optional): If you think the standard NCES crosswalk accurately represents the list of occupations in which graduates of the proposed program will be qualified to work, leave this blank. If you think the list of target occupations is longer, shorter, or different, please provide an alternative list here, ranked in order of relevance. Feel free to add qualitative information about the variety of jobs and pay scales that may exist within target occupations, and where you expect graduates to fit in. **(See Appendix A)**

Data Analytics  
Business Data Science  
Business Analytics

5. Brief Program Description – Describe the proposed program, the costs and investments involved in implementing it, the students you expect to recruit into it, and its educational objectives.

The Master of Applied Business Analytics (M.A.B.A) degree focuses on applied analytics for business. This degree is designed to provide professional preparation for positions in business, government, and public service. It provides sufficient flexibility to meet the needs of students with various backgrounds and foster lifelong learning and innovation. Students may choose from a variety of elective analytics courses in Business, Economic Analytics, Statistics, and Educational Statistics and Research Methods.

The digital revolution ignited an explosion of data. The availability of data is no longer a constraint to answering important questions. The critical constraint is now the ability to analyze, digest, visualize, and ultimately harness the data to drive decision making in business, science, and society. The Master of Applied Business Analytics program will guide students through application modeling to practice using cutting-edge tools and providing a thorough training in descriptive, predictive, and prescriptive analytics. Students will be armed with a solid knowledge of business analytics and machine learning methods, optimization, and computing. These “big-data” skills, combined with knowledge of business application modeling, will enable them to identify, assess, and seize the opportunity for data-driven value creation in the private and public sector.

Alumni from the current Master of Information Systems and Business Analytics Graduate Certificate in Enterprise Systems currently work in data analytics in the corporate sector have communicated the need for the skills and training this program will provide. In addition, we have had meetings with

executives from a number of firms, such as Dillard's, J. B. Hunt, Arkansas Blue Cross Blue Shield, Wal-Mart, Tyson Foods, etc. who have an urgent need for employees with this training.

Existing resources on campus will be used. Existing faculty in Information Systems and Supply Chain Management will teach the courses. No new courses are proposed. Marketing and recruiting costs for the program will be supported by the College.

6. [North American Industry Classification System \(NAICS\)](#) – List some industries and/or companies which graduates would be most likely and/or qualified to work in (optional), and feel free to comment on why/in what capacity. Also, a description of the target industry in your region, its relative strength or weakness relative to other regions, and the reasons for that relative strength or weakness, is welcome. [Lookup NAICS Code](#)

Examples of Companies most likely to recruit students from the MABA

- Arkansas Blue Cross Blue Shield
- Tyson Foods
- Walmart
- Dillard's
- ArcBest

7. [Region of Possible Position\(s\)](#) – Describe the region where you think graduates are most likely to work, e.g., in terms of a list of counties, a metropolitan statistical area, or a commuting radius:

Examples, not limited to:

- Northwest Arkansas
- Dallas / Fort Worth
- Tulsa
- Houston
- Little Rock

8. [Existing Data](#) – Describe any existing anecdotes or data you have that would shed light on the job prospects of graduates from the proposed academic program. This data can be helpful to ADFA in conducting labor market analysis.

9. [Proposed Implementation Date](#) – (MM/DD/YY):

August 1, 2020

10. [Contact Person](#) – Provide contact information for the person who can answer specific questions about the program:

Name: Dr. Rajiv Sabherwal

Title: Professor and Department Chair

E-mail: [rsabherw@walton.uark.edu](mailto:rsabherw@walton.uark.edu)

Phone: 479-575-4500 Office

Email the completed form: Dr. Nathan Smith ([Nathan.Smith@adfa.arkansas.gov](mailto:Nathan.Smith@adfa.arkansas.gov))

After the labor market analysis has been completed, the institution will be invited to respond, providing further information that might shed light and help to interpret the data provided.

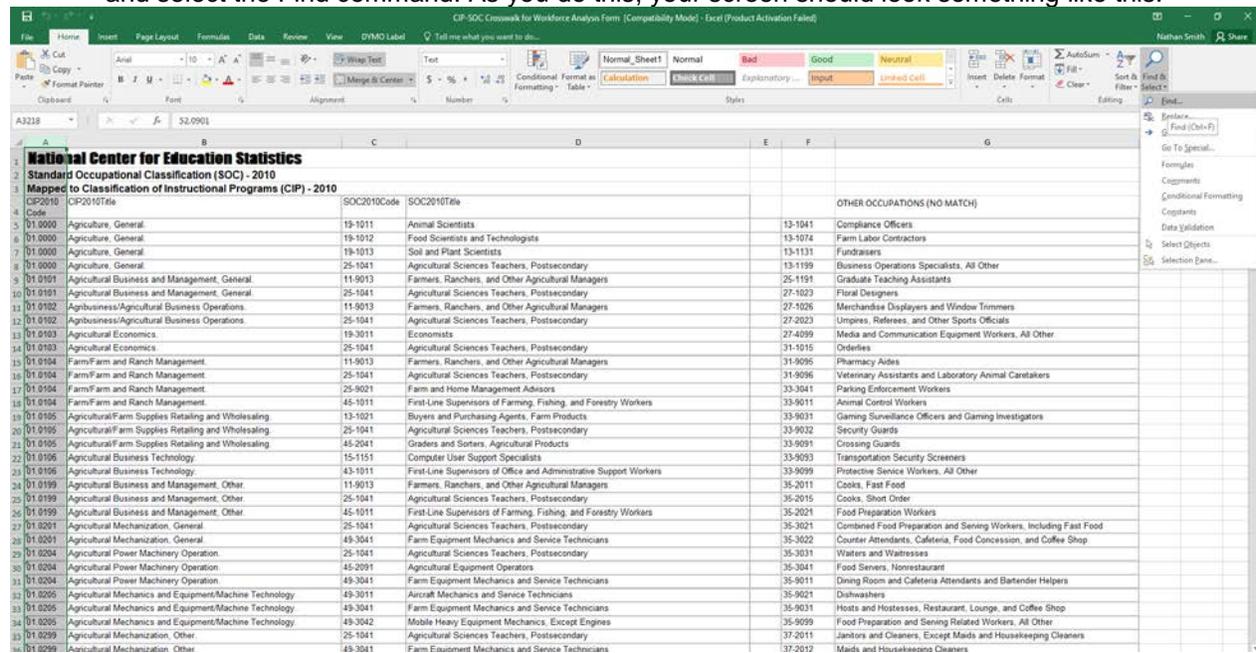
## APPENDIX A. CIP-SOC MATCHING AND THE NCES CROSSWALK (Question 4a & 4b)

Labor market analysis for academic program requires the combination of diverse data sources. The National Center for Education Statistics (NCES) and the Bureau of Labor Statistics (BLS) developed a “CIP-SOC crosswalk” linking fields of study, classified by a well-established classification scheme called Classification of Instructional Programs (CIP), with occupations, classified by a well-established classification scheme called Standard Occupational Classifications (SOC). The CIP-SOC crosswalk is available [here](#), and guidelines on how to use the scheme are posted online [here](#).

In question 4a of the form, institutions are asked to copy and paste a list of occupations that match with their instructional programs, taken directly from the NCES CIP-SOC crosswalk, which can be downloaded here: [https://static.ark.org/eeuploads/adhe/CIP-SOC\\_Crosswalk\\_for\\_Workforce\\_Analysis\\_Form.xls](https://static.ark.org/eeuploads/adhe/CIP-SOC_Crosswalk_for_Workforce_Analysis_Form.xls)

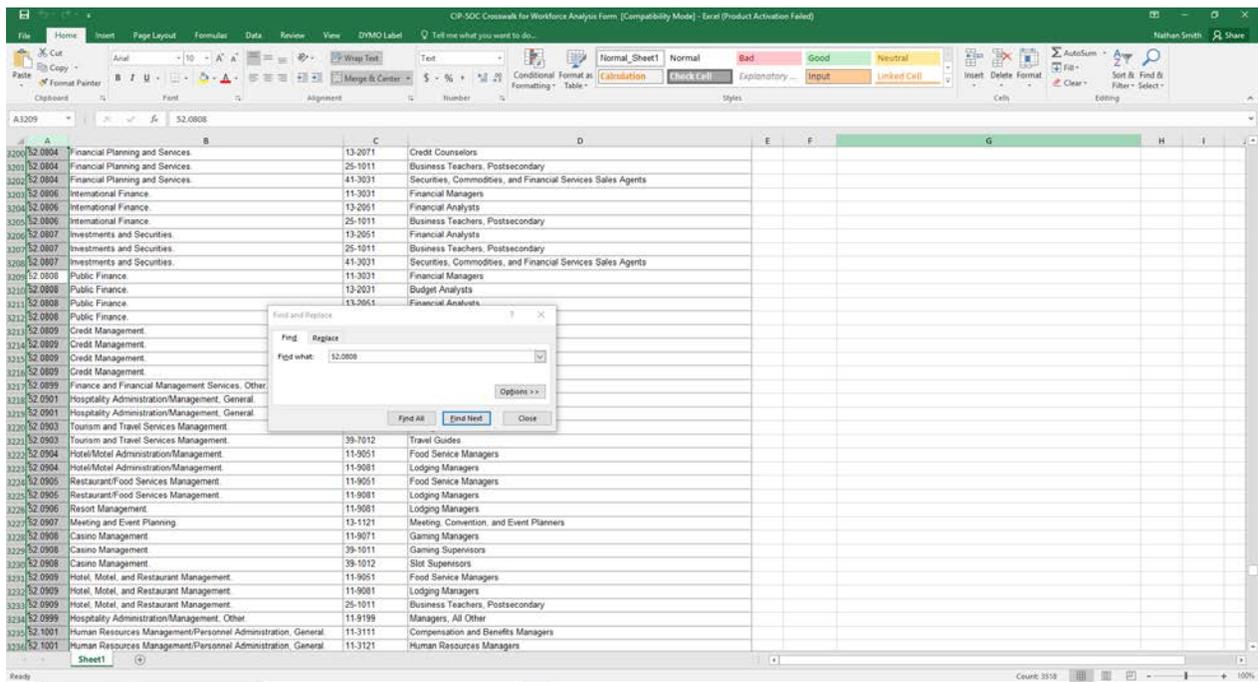
To use this file to answer question 4a:

1. Select Column A.
2. In the Home ribbon, Editing section of the toolbar, click Find & Select to get a drop-down menu, and select the Find command. As you do this, your screen should look something like this.



CIP2010 Code	CIP2010 Title	SOC2010 Code	SOC2010 Title	OTHER OCCUPATIONS (NO MATCH)
01.0000	Agriculture, General	19-1011	Animal Scientists	13-1041 Compliance Officers
01.0000	Agriculture, General	19-1012	Food Scientists and Technologists	13-1074 Farm Labor Contractors
01.0000	Agriculture, General	19-1013	Soil and Plant Scientists	13-1131 Fundraisers
01.0000	Agriculture, General	25-1041	Agricultural Sciences Teachers, Postsecondary	13-1189 Business Operations Specialists, All Other
01.0101	Agricultural Business and Management, General	11-9013	Farmers, Ranchers, and Other Agricultural Managers	25-1151 Graduate Teaching Assistants
01.0101	Agricultural Business and Management, General	25-1041	Agricultural Sciences Teachers, Postsecondary	27-1023 Floral Designers
01.0102	Agribusiness/Agricultural Business Operations	11-9013	Farmers, Ranchers, and Other Agricultural Managers	27-1026 Merchandise Displayers and Window Trimmers
01.0102	Agribusiness/Agricultural Business Operations	25-1041	Agricultural Sciences Teachers, Postsecondary	27-2023 Umpires, Referees, and Other Sports Officials
01.0103	Agricultural Economics	19-3011	Economists	27-4099 Media and Communication Equipment Workers, All Other
01.0103	Agricultural Economics	25-1041	Agricultural Sciences Teachers, Postsecondary	31-1015 Orderlies
01.0104	Farm/Farm and Ranch Management	11-9013	Farmers, Ranchers, and Other Agricultural Managers	31-9095 Pharmacy Aides
01.0104	Farm/Farm and Ranch Management	25-1041	Agricultural Sciences Teachers, Postsecondary	31-9096 Veterinary Assistants and Laboratory Animal Caretakers
01.0104	Farm/Farm and Ranch Management	25-9021	Farm and Home Management Advisors	33-3041 Parking Enforcement Workers
01.0104	Farm/Farm and Ranch Management	45-1011	First-Line Supervisors of Farming, Fishing, and Forestry Workers	33-9011 Animal Control Workers
01.0105	Agricultural/Farm Supplies Retailing and Wholesaling	13-1021	Buyers and Purchasing Agents, Farm Products	33-9031 Gaming Surveillance Officers and Gaming Investigators
01.0105	Agricultural/Farm Supplies Retailing and Wholesaling	25-1041	Agricultural Sciences Teachers, Postsecondary	33-9032 Security Guards
01.0105	Agricultural/Farm Supplies Retailing and Wholesaling	45-2041	Graders and Sorters, Agricultural Products	33-9091 Crossing Guards
01.0106	Agricultural Business Technology	15-1151	Computer User Support Specialists	33-9093 Transportation Security Screeners
01.0106	Agricultural Business Technology	43-1011	First-Line Supervisors of Office and Administrative Support Workers	33-9099 Protective Service Workers, All Other
01.0199	Agricultural Business and Management, Other	11-9013	Farmers, Ranchers, and Other Agricultural Managers	35-2011 Cooks, Fast Food
01.0199	Agricultural Business and Management, Other	25-1041	Agricultural Sciences Teachers, Postsecondary	35-2015 Cooks, Short Order
01.0199	Agricultural Business and Management, Other	45-1011	First-Line Supervisors of Farming, Fishing, and Forestry Workers	35-2021 Food Preparation Workers
01.0201	Agricultural Mechanization, General	25-1041	Agricultural Sciences Teachers, Postsecondary	35-3021 Combined Food Preparation and Serving Workers, Including Fast Food
01.0201	Agricultural Mechanization, General	49-3041	Farm Equipment Mechanics and Service Technicians	35-3022 Counter Attendants, Cafeteria, Food Concession, and Coffee Shop
01.0204	Agricultural Power Machinery Operation	25-1041	Agricultural Sciences Teachers, Postsecondary	35-3031 Waiters and Waitresses
01.0204	Agricultural Power Machinery Operation	45-2091	Agricultural Equipment Operators	35-3041 Food Servers, Nonrestaurant
01.0204	Agricultural Power Machinery Operation	49-3041	Farm Equipment Mechanics and Service Technicians	35-9011 Dining Room and Cafeteria Attendants and Bartender Helpers
01.0205	Agricultural Mechanics and Equipment/Machine Technology	49-3011	Aircraft Mechanics and Service Technicians	35-9021 Dishwashers
01.0205	Agricultural Mechanics and Equipment/Machine Technology	49-3041	Farm Equipment Mechanics and Service Technicians	35-9031 Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop
01.0205	Agricultural Mechanics and Equipment/Machine Technology	49-3042	Mobile Heavy Equipment Mechanics, Except Engines	35-9099 Food Preparation and Serving Related Workers, All Other
01.0205	Agricultural Mechanics and Equipment/Machine Technology	25-1041	Agricultural Sciences Teachers, Postsecondary	37-2011 Janitors and Cleaners, Except Maids and Housekeeping Cleaners
01.0209	Agricultural Mechanization, Other	49-3041	Farm Equipment Mechanics and Service Technicians	37-2012 Maids and Housekeepers Cleaners

3. In the Find and Replace dialog box, enter the CIP code that you're interested in, and click “Find Next.” Your screen should then look like this:



4. Since the CIP-SOC crosswalk file is already sorted by row, you can find all the rows corresponding to your CIP simply by starting from the first cell selected and then reading down in column A until you encounter a different CIP code.
5. Select all of these rows, columns A through D, this will form a table that can be pasted directly into the response field for question 4a.
6. If desired, ask a faculty or staff member to sort the matched occupations from the CIP-SOC crosswalk by relevancy/importance, with the occupations that seem most likely to employ your graduates ranked first.
7. Missing occupations from the list should be addressed in question 4b.

Question 4b, is requesting information from your local staff/workforce experts at your institution on the applicability of the NCES list. We are aware that the NCES might be “globally” wrong—the CIP/SOC match may never have been very accurate, or may become obsolete as fields and occupations evolve—or “locally” wrong—the CIP/SOC match may be reasonably robust in general, but fail to capture the role your particular program plays in students’ career paths. Graduates of a particular program may be over or underqualified for some of the matched occupations. Also, there may be SOC’s not matched to your CIP by NCES for which, however, your program does help to prepare students, and which are likely to provide gainful employment for your graduates. Question 4b is the place to tell us about those as well.

**Master of Applied Business Analytics**

Appendix C

Faculty CV's

## **Abhijith Anand**

University of Arkansas  
Information Systems  
WCOB 227

Qualifications: Scholarly Academic  
Sufficiency: Participating  
Phone: (479)-575-5929  
Email: abhijith@uark.edu

### **Education**

PhD, University of Waikato, 2017.

Emphasis/major: Information Systems

Dissertation Title: New Perspectives on Understanding the Business Value of Business Analytics Systems

MS, University of Wollongong, 2013.

Emphasis/major: Information Systems and Technology Research

Dissertation Title: The Effects of IT Capabilities on Firm Performance - Evidence from the Healthcare Industry

MS, University of Wollongong, 2012.

Emphasis/major: Information and Communication Technology

BE, K.S Institute of Technology, 2009.

Emphasis/major: Electronics and Communication

### **WORK EXPERIENCE**

#### **Professional Positions**

##### **Academic - Post-Secondary**

Academic - Post-Secondary, Associate Research Fellow, University of Wollongong. (January 2017 - August 2017).

Academic - Post-Secondary, Research Assistant, University of Wollongong. (2011 - 2016).

Academic - Post-Secondary, Graduate Researcher, McGill University, Canada. (2014 - 2015).

Academic - Post-Secondary, Teaching Assistant, University of Wollongong. (2012 - 2014).

##### **Professional**

Professional, Network Analyst, MAP Systems, India. (2009 - 2010).

#### **Teaching Experience**

##### **University of Arkansas**

ISYS 4193 - BUSINESS ANALYTICS, 1 term.

ISYS 4293 - BUSINESS INTELLIGENCE, 5 terms.

#### **Professional Development**

Seminar, "Teaching and Faculty Support Center (TFSC)." (January 2018 - Present).

In 2018, I attended several Teaching and Faculty Support Center (TFSC) events, including faculty meetings, luncheons and Winter Teaching Symposium to learn more about best practices and methods in teaching. I aim to continue to enhance my abilities in implementing best practices in my classes.

"University of Arkansas - Research & Discovery Camp," Office of the Vice Provost for Research and Innovation. (August 2018).

"SAS Viya Workshop," Walton College, IS Department. (June 2018).

Seminar, "Teaching and Faculty Support Center (TFSC)." (August 2017 - December 2017).

In Fall 2017, I attended several Teaching and Faculty Support Center (TFSC) events, including three new faculty meetings and luncheons, Wally Cordes Chair seminars and Winter Teaching Symposium to learn more about best practices and methods in teaching. I aim to continue to enhance my abilities in implementing best practices in my classes.

"ERPSim Workshop," ISYS Department. (September 2017).

I attended the two day ERPSim workshop organized by Jeff Mullins and Susan Bristow. This workshop enabled me to learn how SAP simulations was integrated within our ISYS courses.

## **Teaching Honors and Awards**

New Faculty Commendation for Teaching Commitment, Teaching and Faculty Support Center, Teaching, University, (2018).

## **RESEARCH**

### **Editorial Activities**

MIS Quarterly, Ad Hoc Reviewer. (2018 - Present).

"Paper 1", International Conference on Information Systems 2019, Ad Hoc Reviewer. (2019).

"Paper 2", International Conference on Information Systems 2019, Ad Hoc Reviewer. (2019).

"Paper 3", International Conference on Information Systems 2019, Ad Hoc Reviewer. (2019).

"Transforming Society with Digital Innovation Track", Pacific Asia Conference on Information Systems (PACIS) 2019, Xi'an, China, Associate Editor, International. (2019).

"Paper 1", International Conference on Information Systems 2018, Ad Hoc Reviewer. (May 2018).

"Paper 2", International Conference on Information Systems 2018, Ad Hoc Reviewer. (May 2018).

"Paper 3", International Conference on Information Systems 2018, Ad Hoc Reviewer. (May 2018).

"Paper 4", International Conference on Information Systems 2018, Ad Hoc Reviewer. (May 2018).

"Paper 5", International Conference on Information Systems 2018, Ad Hoc Reviewer. (May 2018).

"Paper 1", International Conference on Information Systems, Ad Hoc Reviewer. (August 2017).

"Paper 2", International Conference on Information Systems, Ad Hoc Reviewer. (August 2017).

"Paper 3", International Conference on Information Systems – Doctoral Consortium, Ad Hoc Reviewer. (July 2017).

"Paper 4", International Conference on Information Systems – Doctoral Consortium, Ad Hoc Reviewer. (July 2017).

## Presentations Given

Anand, A., MIS Quarterly Special Issue Workshop, "Next-Generation Information Systems Theories Workshop," MIS Quarterly, University of Maryland, Maryland, MD, United States. (August 2019).

Anand, A., NZ Information Systems Doctoral Conference (NZISDC), "New Perspectives on Understanding the Business Value of Business Analytics Systems," The Auckland University of Technology (AUT), Auckland, New Zealand. (July 14, 2018).

Anand, A., SIM Connect Live, Dallas, "Four Steps to Realizing Business Value from Digital Data Streams," SIM, Dallas, Texas, Dallas, TX, United States. (April 12, 2018).

## Publications - Research Related

### *Journal Article (Paper Under Review)*

Anand, A., Kohli, R., Sharma, R. "Fight or Flight: How Performance Failures and Managerial Aspirations Influence Information Systems Investments. (Round 1)".

### *Magazine/Trade Publication (Published)*

Anand, A., Sharma, R., Coltman, T. How do we define Value Generation from Business Analytics? SAS Inc. November 2018.

### *Magazine/Trade Publication (Published)*

Anand, A., Sharma, R., Coltman, T. The Role of Teamwork in pulling ROI from Business Analytics. SAS Inc. November 2018.

### *Journal Article (Revise and Resubmit)*

Anand, A., Sharma, R., Kohli, R. "The Effects of Failure and Attribution on IS-enabled Managerial Search Behaviors - A Theory of Performance-driven Search. (Round 2)".

### *Conference Proceeding (Published)*

Anand, A. "Realizing Value from Business Analytics Platforms: The Effects of Managerial Search and Agility of Resource Allocation Processes". Proceedings of International Conference on Information Systems (ICIS). 2016.

### *Conference Proceeding (Published)*

Anand, A. "'How Organizational Performance Influences Managerial Search? – Towards 'Informating Search' Theory". Proceedings of International Conference on Information Systems (ICIS). 2016.

### *Journal Article (Published)*

Anand, A., Sharma, R., Coltman, T. "Four Steps to Realizing Business Value from Digital Data Streams". 2016.

### *Magazine/Trade Publication (Published)*

Sharma, R., Coltman, T., Anand, A. Achieving analytics ROI – the path to success. October (4th Quarter/Autumn) 2016.

### *Conference Proceeding (Published)*

Anand, A. "Who Kicks Whom? Temporal and Contextual Effects in the IT Use – Performance Relationship". Proceedings of International Conference on Information Systems (ICIS). 2015.

### *Conference Proceeding (Published)*

Anand, A. "'Creating Business Value from Digital Data Streams: The Role of Organizational Interventions". Pre-ICIS Academic Workshop and MIS Quarterly Executive, Special Issue. 2015.

*Research Report (Published)*

Anand, A. Generating Value from Investments in Business Analytics. October (4th Quarter/Autumn) 2015. Business Report Presented in Accordance to Collaboration Project to Executives at SAS Inc. Australia.

*Conference Proceeding (Published)*

Anand, A. "Decision Support Systems Use and Organizational Performance: Revisiting the Relationship". Proceedings of the Pre-ICIS SIGDSA Workshop. 2014.

*Conference Proceeding (Published)*

Anand, A. "A Literature Review on Business Process Management, Business Process Reengineering, and Business Process Innovation". EOMAS - 9th International Workshop on Enterprise & Organizational Modeling and Simulation. 2013.

*Conference Proceeding (Published)*

Anand, A. "RFID Applications, Issues, Methods and Theory: A Review of the AIS Basket of TOP Journals". Conference on ENTERprise Information Systems – Aligning Technology, Organizations and People, Lisbon, Portugal. 2013.

*Conference Proceeding (Published)*

Anand, A. "Routines, Reconfiguration and the Contribution of Business Analytics to Organizational Performance". Proceedings of 24th Australasian Conference on Information Systems (ACIS). 2013.

*Conference Proceeding (Published)*

Anand, A. "The Effects of Firm IT Capabilities on Firm Performance: The Mediating Effects of Process Improvement". Proceedings of 24th Australasian Conference on Information Systems (ACIS). 2013.

*Journal Article (Published)*

Anand, A. ""Business Value of RFID-Enabled Healthcare Transformation Projects". Business Process Management Journal. issue1. 2013. 111-145.

*Journal Article (Published)*

Anand, A. ""A Literature Review of RFID - Enabled Healthcare Applications and Issues". International Journal of Information Management. 2013. 875-891.

## **Research Honors and Awards**

ICIS/ACM SIGMIS Doctoral Dissertation Award, SIGMIS, an ACM Special Interest Group., Scholarship/Research, International, (2018).

The ICIS/ACM SIGMIS Doctoral Dissertation Award is the premier award recognizing outstanding doctoral dissertation in the field of Information Systems from around the globe completed in the time period of that award calendar year.

<https://aisnet.org/general/custom.asp?page=ICISSIGMIS>

PHIS-NZ Best Doctoral Thesis Award, Professors and Heads of Information Systems, New Zealand, Scholarship/Research, National, (2018).

The PHIS-NZ Information Systems Doctoral Thesis Award is presented annually to the author of the most outstanding PhD thesis in Information Systems in New Zealand.

Recognition and Invitation, SIM CONNECT LIVE and MIS Quarterly Executive, Scholarship/Research, (2018).

Our paper "Four Steps to Realizing Business Value from Digital Data Streams," published in MISQ Executive, co-authored with Rajeev Sharma and Tim Coltman has been recognized as one of the "best published papers from the past few years" in MISQ-Executive. We were been invited to present this paper at SIM Connect LIVE 2018 in Dallas, Texas to leading organizations and IT leaders.

# SERVICE

## University Service

### College/School

Committee Member, Walton College Special Event Committee. (2018 - Present).

Department Representative, Walton College Commencement. (May 2019).

Volunteer - Blockchain Hackathon. (2018).

Department Representative, Walton College Commencement. (May 2018).

Volunteer - Blockchain Hackathon. (October 2017).

### Department

Committee Member, ISYS Scholarship Committee. (February 2018 - Present).

Committee Member, ISYS Peer Review Committee. (January 2018 - Present).

Committee Member, ISYS PhD Committee. (September 2017 - Present).

Committee Member, ISYS Non-Tenure Track Search Committee. (2019 - 2020).

Committee Member, ISYS Faculty Award Committee. (2019).

Committee Member, ISYS Tenure Track Search Committee. (2018 - 2019).

Attendee, Meeting. (December 2017).

Besides serving in the above committee, ISYS faculty search committee was conducting interviews for candidates who applied for Assistant/Associate Professor position. I attended all interviews and meetings to provide inputs within the realms of my expertise.

## OBJECTIVE

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I am interested in the space of Digital Transformation, which involves the automation of people, processes, and technology. In practice, this means Decision Modeling, Decision Reengineering, Blockchain, Return on Automation, AI, Analytics, and Data Science. I have extensive experience in many related areas of analytics, blockchain, and information security.

I am currently Chief Decision Scientist for QLytx, advise several blockchain startups, and write for Cognitive World & Forbes.

I am also on faculty at the University of South Florida where I teach blockchain courses, visualization, data mining, and analytics graduate classes.

## EDUCATION

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<b>Indiana University</b> Ph.D., Decision Sciences Minors in Operations Management, Mathematics	1992
<b>Indiana University</b> M.A., Mathematics	1989
<b>Augustana College</b> B.A., Summa Cum Laude, Computer Science, Mathematics	1986

## PROJECT WORK

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Professor in Residence, Cisco Systems	2016, 2018-present
Chief Operating Officer, Blockchain startup: Apollo Group	2016 - present
Chief Decision Scientist, QLytx	2015 - present
Expert Witness in analytics, Fidelity, Epic Systems	2013 - 2017
Consulate Healthcare, risk management	2015 - 2016
Chemstation, logistics	2014 - 2018
Deere & Company, analytics architecture design	2009 - 2012
Team Cymru, Internet security	2007 - 2009
AIG, optimal portfolio design	2010
Monsanto, Process Control	2011
Professional piano player	1972-2017

## ACADEMIC POSITIONS

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<b>University of South Florida, Department of ISDS</b> Instructor Statistical Data Mining, Data Visualization, Operations & Supply Chain Management, Cryptocurrency & IoT, Data Mining, Statistical Programming, Decision Science, Blockchain Programming, Data Analytics, and more	Aug 2016 - Present
<b>University of Notre Dame, Department of Management</b> Adjunct Professor Associate Professor Ethics and Business Analytics, Risk Management, Operations Management	Jun 2015 - Jun 2017 Jun 2001 - Jun 2005
<b>University of Iowa, Department of Management Science</b> Business Director, MBA Analytics Academy Adjunct Professor Business Analytics, Advanced Business Analytics, Process Improvement, Operations Management	Jun 2013 - Dec 2015

**Loras College, Department of Business**

Founding Director of the MBA in Analytics

Jun 2013 – Jun 2017

Director, Center for Business Analytics

Associate Professor of Business Analytics

Performance Management, Analytics Methods, Data Science, Marketing Analytics, Advanced Visualization

**Northwestern University, Department of Industrial Engineering and Management Science**

Adjunct Professor

Apr 2013 – Jun 2013

Big Data Analytics, Finance for Engineers

**Augustana College, Department of Business Administration**

Associate Professor

Aug 2009 – May 2013

Business Process Management, Management Information Systems, Business Simulation, Business Statistics I, II

**Indiana University, Department of Operations and Decision Technologies**

Associate Clinical Professor

Jun 2005 – Aug 2007

Director of the IU RFID lab

Analytics methods: Statistics, Simulation, Optimization, Business Process Management

**University of Florida, Department of Decision and Information Sciences**

Associate Professor

Aug 1998 – May 2001

MBA and MA

Networking &amp; Security, E-commerce security and payment technologies, Supply Chain Management

**Virginia Tech, Department of Management Science and Information Technology**

Assistant Professor

Aug 1992 – June 1997

Quantitative Methods, Computer Simulation, Computer Modeling, Decision Analysis, Decision Support and Expert Systems, Advanced Business Computing and Application, Distributed Systems and Object Technology

**RESEARCH**

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**Book Chapters**

Conway, Daniel and Klabjan, Diego. "Innovation Patterns and Big Data", Big Data and Business Analytics, CRC Press. 2013.

Conway, Daniel and Koehler, Gary. "Electronic Commerce: Privacy, Security, and Control", book chapter in *Handout on Electronic Commerce. International Handbooks on Information Systems*, Springer, 2000.

**Refereed Publications**

Conway, DG and MF Gorman. 2017. "A Tutorial of Integrating Duality and Branch and Bound in Earliness-Tardiness Scheduling with Idle Insertion Time Problems" Accepted to *International Journal of Production Research*, 50<sup>th</sup> Anniversary Special Issue.

Taube, Arnold; Conway, Daniel, "Protecting Intellectual Property when Publishing 3-D Models" *SAE Int. J. Commer. Veh.* 1(1):495-504, 2009.

Prietula, Michael J.; Conway, Daniel. The evolution of metanorms: quis custodiet ipsos custodes? *Comput Math Organ Theory* (2009) 15:147-168.

Conway, Daniel. "Metricon 3.0". *login* (Journal of USENIX), Vol 33, No 6, December, 2008.

Conway, Daniel; Koehler, Gary; Caveat Mercator in Electronic Commerce: An Update. *Decision Support Systems*, 2008.

Conway, Daniel; Prietula, Michael. "The Evolution of Metanorms I: Reproduction, Extension, and Insight", Aug 2008 *Academy of Management*.

Franz, Robert; Conway, Daniel, "Cross Cultural Collaboration: Global Disruption for Two". *Innovation Monograph*, II. October, 2008, p 7-12.

Conway, Daniel; Gorman, Michael, "An Application of Interdependent Lot Size and Consolidation Point Choice". 2006 Mathematical and Computer Modeling.

Gorman, M. F., D. G. Conway. 2005. Logistics costs based estimation of freight transportation demand for capacity planning. *Journal of the Transportation Research Forum* 44(1) 141-155.

Balakrishnan, Jaydeep; Conway, Daniel; Cheng, Chun Hung; Lau, Chun Ming. "A Hybrid Genetic Algorithm for the Dynamic Plant Layout Problem", 2003 *International Journal of Production Economics*.

Conway, Daniel. "Supplier Affiliated Extended Supply Chain Backbones", *Information Systems Frontiers*, Vol. 2,1,2000, p. 57-64.

Ernguc, S. Selcuk, Ahn, Taeho, Conway, Daniel. "The Resource Constrained Project Scheduling Problem with Multiple Crashable Modes: An Exact Procedure", *Naval Research Logistics*, Vol. 48, 2000, p. 107-127.

Balakrishnan, Jaydeep; Cheng, Chun Hung; Conway, Daniel; "An Improved Pair-wise Exchange Heuristic for the Dynamic Plant Layout Problem", *International Journal of Production Research*, 2000, Vol. 38, No 13, p. 3067-3077.

Conway, Daniel; Cabot, A. Victor; Venkataramanana, M.A. "A Genetic Algorithm for Discriminant Analysis", *Annals of Operations Research*. 1998, Vol. 78, p. 71-82.

Desai, V.; Conway, D.; Crook, J.; Overstreet, G. "Credit Scoring in the Credit Union Environment Using Neural Networks and Genetic Algorithms", *IMA Journal of Management Mathematics*, 1997, Vol. 8, Issue 4, p. 323-346.

Conway, Daniel; Ragsdale, Cliff. "Modeling Optimization Problems in the Unstructured World of Spreadsheets", *Omega International Journal of Management Science*, 1997, Vol. 25, No. 3, p. 313-322.

Conway, Daniel; Venkataramanan, M.A. "Genetic Search and the Dynamic Facility Layout Problem", *Computers and Operations Research*, 1994, Vol. 21, No. 8, p 955-960.

### Research Grants

National Science Foundation Exploratory Grant 2000-2001  
"Theory and Methodologies to Support the Operation of Flexible Production Networks".  
Twenty grants awarded August 2000. \$200,000 to study B2B protocols for plug-n-play supply chains or virtual corporation information flow. ( J. Hammer (PI), S. Bai, J. Geunes, W.O'Brien, R. Issa)

### Journal Columns & Proceedings

Forbes, "Are You Playing The Right Game?", Sept 6, 2018

;login, "For Good Measure", Vol 43, No 1, Spring 2018 with co-author Dan Geer

:login, "For Good Measure", Vol 38, No 3, June 2013 with co-author Dan Geer

IEEE Journal of Security and Privacy, "For Good Measure". (2009-2012) Bi-monthly column with co-author Dan Geer.

Cousins, Conway, Bouyad, Sheth, Subramanian. "Blockchain and Information Systems", Proceedings of the ACIS, New Orleans, 2018.

Inventory-based deliver routing and scheduling, INFORMS National Conference, Nashville, Fall, 2016 with co-author Mike Gorman

ChemStation embarks on a new method of soap delivery, POMS/Euroma International Conference, Havana, Cuba, Fall, 2016 with co-author Mike Gorman

ChemStation embarks on a new method of soap delivery, CIN/DAY INFORMS Conference, October 9, 2015 with co-author Mike Gorman

## Recent Invited Lectures

- “Digital Transformation: How to Actually Do It”, Citi, Tampa, 2019
- “Blockchain Workshop”, University of Arkansas, 2019
- “Digital Transformation in Supply Chain”, Florida Supply Chain Institute, Orlando, 2019
- “Blockchain and Supply Chain”, Cleveland State SAS Days, Cleveland 2018
- “Blockchain 101”, Nexus Annual Meeting, Phoenix, 2018
- “Blockchain and Cryptocurrency”, Tampa Chapter AMAA, Tampa 2018
- “Blockchain and Cryptocurrency”, National Meeting AMAA, Miami, 2018
- “Ethics and Analytics”, University of Iowa, Davenport IA, 2016
- “Healthcare Analytics”, INFORMS healthcare analytics conference, Nashville 2015
- “Can-we Should-we: Ethics in Big Data”, IMA Midwest meeting, Cedar Rapids, IA 2015
- “Ethics and Big Data”, Emory University, Atlanta 2015
- “Ethics and Analytics”, Seton Hall University, New Jersey 2015
- “Can-we Should-we: Ethics in Big Data”, Honkamp Kruger annual meeting, Des Moines 2015
- “Data Analytics Strategies”, UnityPoint Healthcare annual meeting, Dubuque, IA 2015
- “Data Poverty”, Vatican Workshop on Poverty, Manila, Philippines 2015
- “Sports Analytics”, John Deere Business Intelligence Summit, Moline, IL 2014
- “Sports Analytics”, Loras Symposium on Analytics, Dubuque, IA 2014

## Professional Service

SAE IoT Program Committee (2017-2019)

INFORMS, Analytics Maturity Model committee (2015-2017)

Decision Sciences Institute, Chair for Applied Decision Support (2016, 2017)

Assistant Editor, Institute for Industrial Engineering and Technology, Analytics subtopic, 2012.

Serve on Metricon advisory panel, 2008

Referee for DSS, Decision Sciences, EJOR, Auditing: A Journal of Practice and Theory, and others

Served as DSI track chair, once in SCM, once in MIS, session chair dozens of times.

## Technology Competency includes

SQL, VB.NET, VBA for Microsoft Office, PHP (Facebook applications), Python (Twitter applications), Java, JavaScript for D3, C, C++, HTML, PGP, BPMN, BPEL, Apache Tomcat, Apache HTTP, Hadoop (Mapreduce, HBase, Pig, Sqool, Hive, Cassandra/Big Table), R statistical programming, Tableau

## **Paul Cronan**

University of Arkansas  
Information Systems  
WCOB 215

Qualifications: Scholarly Academic

Sufficiency: Participating

Phone: (479)-575-6130

Email: PCronan@walton.uark.edu

### **Brief Biography**

Dr. Cronan is Professor of Information Systems and holds the M. D. Matthews Chair in Information Systems - cronan@uark.edu. Dr. Cronan received the doctorate degree from Louisiana Tech University and is currently Director of the Master of Information Systems degree program and Co-Director of the University of Arkansas Teaching and Faculty Support Center. In the past he has served as Vice Chair of the Information Systems department.

He is an active member of the Association for Information Systems, the Decision Sciences Institute, and the Association for Computing Machinery. He has served as Regional Vice President and on the Board of Directors of the Decision Sciences Institute and as President of the Southwest Region of the Institute. In addition, in the past he has served as Associate Editor for MIS Quarterly.

His teaching interests include project management and project development, database management, business analytics, and information technology management. His research interests include information systems ethical behavior, academic integrity, user learning, enterprise resource planning, work groups, change management, performance analysis and effectiveness, and end-user computing. Publications have appeared in MIS Quarterly, Decision Sciences, Journal of Business Ethics, Information and Management, OMEGA The International Journal of Management Science, The Journal of Management Information Systems, Communications of the ACM, Journal of Organizational and End User Computing, Database, Journal of Research on Computing in Education, Journal of Financial Research, as well as in other journals and Proceedings of various Conferences.

### **Education**

DBA, Louisiana Tech University, 1979.  
Emphasis/major: IS/Quantitative Analysis/CS

MS, South Dakota State University, 1975.  
Emphasis/major: Economics

BS, University of Southwestern Louisiana, 1972.  
Emphasis/major: Computer Science

## **WORK EXPERIENCE**

### **Professional Positions**

#### **Academic - Post-Secondary**

Academic - Post-Secondary, Professor & M.D. Matthews Chair in Information Systems, University of Arkansas. (August 2011 - Present).

Academic - Post-Secondary, Director, Information Systems Graduate Programs, University of Arkansas. (1997 - Present).  
Academic - Post-Secondary, Professor, Information Systems, University of Arkansas. (1986 - Present).  
Academic - Post-Secondary, Co-Director, UA Teaching and Faculty Support Center. (August 2011 - August 2014).  
Academic - Post-Secondary, Vice Chair, Information Systems Department, University of Arkansas. (April 2006 - August 2010).

## **Teaching Experience**

### **University of Arkansas**

ISYS 4363 - BUS PROJECT DEVELOPMENT, 13 terms.  
ISYS 535 - IT INTERNSHIP EXPERIENCE, 4 terms.  
ISYS 535V - INTERNSHIP EXPERIENCE, 39 terms.  
ISYS 5423 - SEMINAR SYSTEMS DEVELOP, 2 terms.  
ISYS 5503 - DEC SUPPORT ANALYTICS, 7 terms.  
ISYS 5713 - SEMINAR IN IS TOPICS, 13 terms.  
ISYS 5833 - DATA MANAGEMENT SYSTEMS, 4 terms.  
ISYS 5933 - GLOBAL IT/ANALYTICS SEMINAR, 6 terms.  
ISYS 636V - SPECIAL PROBLEMS, 9 terms.  
ISYS 700V - DOCTORAL DISSERTATION, 1 term.  
WCOB 3003H - HONORS COLLEGE COLLOQUIUM, 1 term.  
WCOB 410 - SPECIAL TOPICS - BUSINESS, 1 term.  
WCOB 410V - SPECIAL TOPICS - BUSINESS, 1 term.  
WCOB 4993H - HONORS THESIS, 3 terms.  
WCOB 510V - SPECIAL TOPICS - BUSINESS, 1 term.

## **Non-Credit Instruction Taught**

True Blue, 30 participants. (May 2014).  
Predictive Analytics and Diversity & Inclusion Conference

## **Professional Development**

Re-Appointed Research Chair- Five Years, "M. D. Matthews Chair in Information Systems." (July 2014 - June 2019).

Reviewed by committee and re-appointed for five-year term beginning Fall 2014 thru Fall, 2019

Conference Attendance, "Blockchain Expo Conference," Enterprise Systems, Santa Clara, CA. (November 2017 - December 2017).

Attended Blockchain Expo Conference

"AACSB Analytics Curriculum Development Workshops," AACSB. (January 2017 - December 2017).  
As a part of AACSB Curriculum Development Series, worked with AACSB on Data Analytics Summit

Conference Attendance, "Decision Science Institute," Decision Sciences Institute, Washington, DC. (November 2017).

Committees/Presentations -- AACSB Analytics Curricula Development

"Blockchain Hack-a-thon," Enterprise Systems, Fayetteville, AR. (October 2017).

Conference Attendance, "Teradata University Network Board Meeting & Teradata Partners Conference,"  
Teradata University Network, Anaheim, CA. (October 2017).  
Workshop Presentation

Conference Attendance, "American Accounting Association," American Accounting Association, San Diego, CA. (August 2017).

Presentations -- AACSB Analytics Curricula Development

Global Immersion Experience for MIS/Professional MIS, "ISYS 5933 Ireland Analytics Global Immersion," Dublin, Ireland & (Frankfurt, Heidelberg, & Munich), Germany. (May 2017 - June 2017).

Analytics Global Immersion Experience in Ireland and Germany (as a component of ISYS 5933)

Hawai'i EPSCoR NSF Grant - External Advisory Board Meeting, "Hawai'i EPSCoR External Advisory Board Meeting," NSF, Honolulu, HI. (April 2017).

NSF Grant External Advisory Board

Conference Attendance, "Southwest Decision Science Institute and Federation of Business Disciplines," Decision Sciences Institute - FBD, Little Rock, AR. (March 2017).

Workshop Presentation

Conference Attendance, "Hawaii International Conference on Social Sciences," Kona, HI. (January 2017).

Presented AACSB Analytics Curriculum Development Workshop

"Presented AACSB Analytics Curriculum Development Workshop," AACSB, Tampa, FL. (December 2016).

As a part of AACSB Curriculum Development Series, developed and presented Analytics Curriculum Development Workshop

Curriculum and Course Development, "Business Analytics Track/Minor -- Implemented Curriculum and Course Development." (January 2016 - December 2016).

Implemented/Advised students in Business Analytics Concentration (ISYS major)

Course Requirements in the Major for All Concentrations

ISYS 2263

Introduction to Information Systems

ISYS 3293

Systems Analysis and Design

ISYS 3393

Business Application Development Fundamentals

ISYS 4283

Business Database Systems

ISYS 4363

Business Project Development

WCOB 4213

ERP Fundamentals

Note: These required courses represent a common body of knowledge for all information systems majors.

Majors must select one of the following concentrations and must complete six additional hours of coursework in the elected concentration.

(added) Concentration III: Business Analytics

ISYS 4193 Business Analytics & Visualization

ISYS 4293 Business Intelligence

Business Analytics Minor

The Walton College offers an interdisciplinary minor in Business Analytics. Analytics are currently used by many companies for applications ranging from strategic management of day to day operations to customer insights to retail analytics to developing and maintaining a competitive edge. The minor requires completion of 15 hours of study with all of the upper division courses applied toward the minor taken in residence. The 15 hours include:

ISYS 4193 Business Analytics & Visualization (new course)3

ISYS 4293 Business Intelligence 3  
ISYS 4393 Applied Analytics (new course) 3

Select two approved courses 6

Curriculum and Course Development, "Leadership -- Curriculum and Course Development." (January 2016 - December 2016).

Leadership in Teaching/Learning/Curriculum Scholarship –

o (with D. E. Douglas and AACSB Analytics Curriculum Advisory Group) Established and developed an AACSB Analytics Curriculum Workshop. The goal of the Advisory Group is to accelerate the development of AACSB Analytics Curricula with two guiding principles - 1) Analytics Curricula must intersect with practice and 2) the Advisory Group schools should represent diversity in terms of geography and types of programs. The purpose of the Group, working with AACSB, is to be a catalyst in the development of analytics curricula for AACSB schools. The Group members represent a diversity of programs and constituent stake holders which importantly supports input from a broad range of industries. The insights from the various industries are invaluable in ensuring the developed curricula are academically rigorous and also meets the future needs in the workplace. The Work Group has four US universities and four international universities – University of Arkansas, Michigan State University, Arizona State University, North Carolina State University, IESEG France, University College Dublin, National University College of Singapore, Warwick University, and City University of Hong Kong.

o (with D. E. Douglas) Developed IBM, SAP, SAS, Microsoft, and Teradata Gift Proposals - gifts in-kind requested.

o Walton Courses and Programs developed/enhanced –

□ Developed ISYS 5933 (Global IT/Analytics) Global Immersion Experience in Ireland (Analytics/ERP) and Germany (ERP/Analytics)

Developed ISYS 4193 (Business Analytics and Visualization)

□ Developed ISYS 4393 (Business Analytics Practicum)

□ Developed ISYS 599V (Analytics Practicum)

□ MS, Statistics and Analytics, Business Administration Track – course alignment, coordination, and advising for Fall 2015

• Executive MBA Business Analytics Tracks and Graduate Certificate in Business Analytics

• Global IT/Analytics – initiated the redesign of ISYS 5933 (Global IT) and developed a 10-day Global Immersion experience to introduce students to global technology.

Conference Attendance, "Decision Science Institute," Decision Sciences Institute, Austin, TX. (November 2016).

Panels/Presentations -- AACSB Analytics Curricula Development

Global Immersion Experience for MIS/Professional MIS, "ISYS 5933 Ireland Analytics Global Immersion," Dublin, Ireland. (June 2016).

Analytics Global Immersion Experience in Ireland as a component of ISYS 5933

"Presented AACSB Analytics Curriculum Development Workshop," AACSB, Tampa, FL. (June 2016). As a part of AACSB Curriculum Development Series, developed and presented Analytics Curriculum Development Workshop

"Presented AACSB Analytics Curriculum Development Workshop," AACSB, Amsterdam, via Skype, Netherlands. (April 2016).

As a part of AACSB Curriculum Development Series, developed and presented Analytics Curriculum Development Workshop

Conference Attendance, "2016 Conference on Academic Integrity," IAIC, Albuquerque, NM. (February 2016).

Paper Presentation - Changing AI Attitudes in College Freshmen

Conference Attendance, "SAP Academic Conference for the Americas 2016," SAP, San Diego, CA. (February 2016).

Participated in SAP Workshops - Presentations

Conference Attendance, "Hawaii International Conference on Social Sciences," Kauai, HI. (January 2016). Presented Analytics Resources Workshop

"Presented AACSB Analytics Curriculum Development Workshop," AACSB, Tampa, FL. (January 2016). As a part of AACSB Curriculum Development Series, developed and presented Analytics Curriculum Development Workshop

Conference Attendance, "International Conference on Information Systems," Association of Information Systems, Ft. Worth, TX. (December 2015).

Panels/Presentations -- AACSB Analytics Curricula and Enterprise Systems (Tableau)

Curriculum and Course Development, "Business Analytics Track/Minor -- Curriculum and Course Development." (January 2015 - December 2015).

Fall 2015 – Began/Advised students in Business Analytics Concentration (ISYS major)

Course Requirements in the Major for All Concentrations

ISYS 2263

Introduction to Information Systems

ISYS 3293

Systems Analysis and Design

ISYS 3393

Business Application Development Fundamentals

ISYS 4283

Business Database Systems

ISYS 4363

Business Project Development

WCOB 4213

ERP Fundamentals

Note: These required courses represent a common body of knowledge for all information systems majors.

Majors must select one of the following concentrations and must complete six additional hours of coursework in the elected concentration.

(added) Concentration III: Business Analytics

ISYS 4193 Business Analytics & Visualization

ISYS 4293 Business Intelligence

Business Analytics Minor

The Walton College offers an interdisciplinary minor in Business Analytics. Analytics are currently used by many companies for applications ranging from strategic management of day to day operations to customer insights to retail analytics to developing and maintaining a competitive edge. The minor requires completion of 15 hours of study with all of the upper division courses applied toward the minor taken in residence. The 15 hours include:

ISYS 4193 Business Analytics & Visualization (new course)3

ISYS 4293 Business Intelligence 3

ISYS 4393 Applied Analytics (new course)3

Select two approved courses<sup>6</sup>

Curriculum and Course Development, "Leadership -- Curriculum and Course Development." (January 2015 - December 2015).

Leadership in Teaching/Learning/Curriculum Scholarship –

o(with D. E. Douglas) Established and developed an AACSB Analytics Curriculum Advisory Group. The goal of the Advisory Group is to accelerate the development of AACSB Analytics Curricula with two guiding principles - 1) Analytics Curricula must intersect with practice and 2) the Advisory Group schools should represent diversity in terms of geography and types of programs. The purpose of the Group, working with AACSB, is to be a catalyst in the development of analytics curricula for AACSB schools. The Group members represent a diversity of programs and constituent stake holders which importantly supports input from a broad range of industries. The insights from the various industries are invaluable in ensuring the developed curricula are academically rigorous and also meets the future needs in the workplace. The Work Group has four US universities and four international universities – University of Arkansas, Michigan State University, Arizona State University, North Carolina State University, IESEG France, University College Dublin, National University College of Singapore, Warwick University, and City University of Hong Kong.

o(with Rajiv Sabherwal and D. E. Douglas) SAP Gift Proposal entitled “Enterprise Analytics: 2018 and Beyond – A Partnership Proposal” - \$10.5M requested.

oWalton Courses and Programs developed/enhanced –

Developed ISYS 4193 (Business Analytics and Visualization)

Developed ISYS 4393 (Business Analytics Practicum)

Developed ISYS 599V (Analytics Practicum)

MS, Statistics and Analytics, Business Administration Track – course alignment, coordination, and advising for Fall 2015

•Executive MBA Business Analytics Track and Graduate Certificate in Business Analytics Planning

•Global IT/Analytics – initiated the redesign of ISYS 5933 (Global IT) and developed a 10-day Global Immersion experience to introduce students to global technology.

Conference Attendance, "Decision Science Institute," Decision Sciences Institute, Seattle, WA. (November 2015).

Panels/Presentations -- AACSB Analytics Curricula and Enterprise Systems

"SAS Predictive Analytics - SASEM," SAS Institute, Cary, NC. (July 2015).

SAS Workshop on Predictive Analytics

Conference Attendance, "Canadian ASAC Conference 2015," ASAC, Halifax, Canada. (June 2015).

Presented Enterprise Workshop

Off Campus Duty Assignment Spring 2015, "Off Campus Duty Assignment Spring 2015." (January 2015 - May 2015).

A. “Best Practices’ Academic Integrity Research” - Recent scandals involving cheating by college students have been in the news headlines. Indeed, many sources report that academic dishonesty is commonplace for undergraduates (students self-report as much as 60% have engaged in some form of academic dishonesty). This component of the off campus duty assignment focuses on the development of plans and programs that can reduce and deter academic dishonesty at the university level. Using academic integrity performance and attitudinal data collected over the past few years, research papers based on developed models (using the Theory of Planned Behavior) are used to further explain

academic integrity behavior. From these, recommendations regarding deterring and reducing dishonesty can be available.

B. "Business Analytics/Big Data: Teaching and Research Directions"- Recent developments in business analytics and 'big data' have caused a gap between needed company personnel and business school scholarship in most universities. This gap is a result of the need for functional analytics knowledge (for managers and employees) and the lack of analytics curricula and research in many business schools. Recently, the integration of business analytics and big data concepts into the curriculum was initiated at the University of Arkansas; this off campus duty proposal seeks to further develop and refine curricula using industry experience and research findings. The purpose of this component of the off campus assignment is to develop business analytics curricula (undergraduate & graduate) and explore possible research agendas. The curriculum and research directions plan will be accomplished by visiting select companies who successfully use analytics and select universities that have successfully developed business analytics curricula in these areas.

"SAS Analytics Forum," SAS Institute, Cary, NC. (April 2015).  
SAS Conference on Analytics

Conference Attendance, "Cengage Learning Computer Conference 2015," Cengage, Phoenix, AZ. (March 2015).  
Participated in Workshops

Conference Attendance, "Southwest Decision Science Institute and Federation of Business Disciplines,"  
Decision Sciences Institute - FBD, Houston, TX. (March 2015).  
Workshop Presentation

Conference Attendance, "2015 Conference on Academic Integrity," IAIC, Vancouver, Canada. (February 2015 - March 2015).  
Paper Presentation

"Visited EdX," Boston, MA. (February 2015).

Conference Attendance, "Hawaii International Conference on Social Sciences," Kauai, HI. (January 2015).  
Presented Analytics Workshop

Conference Attendance, "Decision Science Institute," Decision Sciences Institute, Tampa, FL. (November 2014).

Conference Attendance, "Teaching & Faculty Support Center Summer Teaching Camp & Workshop," UA Teaching and Faculty Support Center, Fayetteville, AR. (August 2014).

Continuing Education Program, "Baum Teaching Workshop - University of Arkansas," UA Teaching and Faculty Support Center, Fayetteville, AR. (August 2014).

Appointed, "Co\_Director, University of Arkansas Teaching and Faculty Support Center," Provost's Office. (August 2011 - August 2014).

"SAP HANA Workshop," SAP America, Chico, CA. (June 2014).

"WCET Bootcamp - Building Institutional Readiness for Data Analytics," WCET, Vail, CO. (June 2014).

Re-Appointed Research Chair- Five Years, "M. D. Matthews Chair in Information Systems." (July 2009 - June 2014).

Reviewed by committee and re-appointed for five-year term beginning Fall 2009 thru Fall, 2014

Conference Attendance, "Tech3Lab Visit - HEC Montreal," HEC Montreal, Montreal, Canada. (May 2014).

Participated in NeuroIS Workshops - Presentations

Conference Attendance, "SAP Curriculum Conference 2014," SAP, Atlanta, GA. (March 2014).

Participated in SAP Workshops - Presentations

Conference Attendance, "Southwest Decision Science Institute and Federation of Business Disciplines,"  
Decision Sciences Institute - FBD, Dallas, TX. (March 2014).

Conference Attendance, "2014 Conference on Academic Integrity," IAIC, Jacksonville, FL. (February 2014  
- March 2014).

Conference Attendance, "Hawaii International Conference on Social Sciences," Kona, HI. (January 2014).

"SAS Visual Analytics," SAS Institute, Fullerton, CA. (January 2014).

SAS Visual Analytics Workshop

Conference Attendance, "Decision Science Institute," Decision Sciences Institute, Baltimore, MD.  
(November 2013).

Conference Attendance, "International Association of Computer Information Systems (IACIS),"  
International Association of Computer Information Systems (IACIS), San Juan, PR. (October 2013).

Conference Attendance, "Teaching & Faculty Support Center Summer Teaching Camp & Workshop," UA  
Teaching and Faculty Support Center, Fayetteville, AR. (August 2013).

Continuing Education Program, "Baum Teaching Workshop - University of Arkansas," UA Teaching and  
Faculty Support Center, Fayetteville, AR. (August 2013).

"SAP Business Analytics Workshop," SAP America, Milwaukee, WI. (July 2013).

Conference Attendance, "SAP Curriculum Congress 2013," SAP, Milwaukee, WI. (March 2013).

Participated in SAP Workshops - Presentations

Conference Attendance, "Southwest Decision Science Institute and Federation of Business Disciplines,"  
Decision Sciences Institute - FBD, Albuquerque, NM. (March 2013).

"Microsoft Dynamics Workshop," Microsoft, New Orleans, LA. (March 2013).

Conference Attendance, "2013 Conference on Academic Integrity," San Antonio, TX. (February 2013).

Conference Attendance, "Hawaii International Conference on Social Sciences," Maui, HI. (January 2013).

Continuing Education Program, "Baum Teaching Workshop - University of Arkansas," UA Teaching and  
Faculty Support Center, Fayetteville, AR. (August 2012).

Conference Attendance, "SAP Curriculum Congress 2012," SAP, San Antonio, TX. (March 2012).

Participated in SAP Workshops - Presentations

Conference Attendance, "Southwest Decision Science Institute and Federation of Business Disciplines,"  
Decision Sciences Institute - FBD. (February 2012 - March 2012).

Conference Attendance, "Hawaii International Conference on Social Sciences," Maui, HI. (January 2012).

Conference Attendance, "Decision Science Institute," Decision Sciences Institute, Boston, MA. (November  
2011).

Conference Attendance, "Academic Integrity Conference," Toronto, Canada. (October 2011).

Continuing Education Program, "SAS Analytics 2011 Conference," SAS Institute, Orlando, FL. (October 2011).

SAS Business Intelligence and Business Analytics Sessions

Continuing Education Program, "Baum Teaching Workshop - University of Arkansas," UA Teaching and Faculty Support Center, Fayetteville, AR. (August 2011).

Continuing Education Program, "Summer Teaching Camp - University of Arkansas," UA Teaching and Faculty Support Center, Fayetteville, AR. (July 2011 - August 2011).

Conference Attendance, "SAP Curriculum Congress 2011," SAP, Monterrey, CA. (March 2011).

Participated in SAP Workshops - Presentations

Conference Attendance, "Southwest Decision Science Institute and Federation of Business Disciplines," Decision Sciences Institute - FBD, Houston, TX. (March 2011).

Conference Attendance, "Hawaii International Conference on Social Sciences," Kauai, HI. (January 2011).

Conference Attendance, "Business Intelligence Congress," SIGDSS, Teradata University Network, & Association of Information Systems (AIS), St. Louis, MO. (December 2010).

Conference Attendance, "International Conference on Information Systems (ICIS)," Association of Information Systems (AIS), St. Louis, MO. (December 2010).

Conference Attendance, "Decision Science Institute," Decision Sciences Institute, San Diego, CA. (November 2010).

Continuing Education Program, "Baum Teaching Workshop - University of Arkansas," UA Teaching and Faculty Support Center, Fayetteville, AR. (August 2010).

"SAS Advanced Business Analytics," SAS Institute. (July 2010).

SAS Business Intelligence and Business Analytics Workshop

"SAS Enterprise Miner- II," SAS Institute. (July 2010).

SAS Data Mining Workshop

Conference Attendance, "SAP Curriculum Congress 2010," SAP, San Diego, CA. (March 2010).

Participated in SAP Workshops - Presentations

Conference Attendance, "Southwest Decision Science Institute and Federation of Business Disciplines," Decision Sciences Institute - FBD, Dallas, TX. (March 2010).

## **Teaching Honors and Awards**

The Majdi Najm Outstanding Service Award, SAP International, Teaching, (2010).

The Majdi Najm Outstanding Service Award is given annually to an individual or individuals who have provided outstanding service to the SAP University Alliances program. This award recognizes those who have advanced, and continue to advance the use of SAP in education and the classroom. This year, the North America University Alliances team recognizes three individuals for their contributions to the program. The recipients of the 2010 Majdi Najm Outstanding Service award are: Paul Cronan, Christine Clemons Davis and David Douglas, all from the University of Arkansas. The Majdi Najm Outstanding Service Award was established to honor the memory of Dr. Majdi Najm who was the director of the University Competence Center at the University of Missouri. Majdi passed away in 2004. The winners are notable for their collaboration with faculty members from other SAP University Alliances campuses. Since the inception of this award, the honorees chosen have demonstrated a history of leadership in the program, through participation at the SAP Curriculum Congress and

workshop events, development of curriculum content, mentoring of other faculty, and promotion of the SAP University Alliances program both on and off their home campus .

The team at the University of Arkansas has clearly demonstrated what it means to provide service to others and demonstrate leadership across the program. This group has freely provided SAP University Alliances program members with access to their SAP NetWeaver Business Warehouse datasets acquired from customers with whom they partner closely. These datasets are comprised of terabytes of data used for meaningful data mining and analysis in the classroom. This group has partnered with other professors (notably Jim Mensching and Lorraine Gardiner from California State University, Chico) to refine the data, organize it into infocubes, and then develop meaningful data mining curriculum as case studies. In addition, they have developed and freely shared their SAP NetWeaver BW course materials via the University Alliances Community (UAC). Since the first course content was shared, subsequent course materials (developed by Jim & Lorraine) using these datasets have also been shared with program members around the globe - building support and generating interest via collaboration. This team actively partners with the business community (another best practice encouraged by the program) to promote and further develop their ERP initiative, place students, and so on.

Christine has taken a lead on learning, developing and sharing SAP BusinessObjects content, and led the Business Intelligence winter 2010 workshop, the SAP BusinessObjects workshop at the recent SAP Curriculum Congress 2010 and is on the calendar for the summer workshops. She is actively supporting the SAP Retail curriculum group as well. David runs their ERP Center and is instrumental in pulling all these parts together. Paul has gotten deeply involved with ERPsim - he and three PhD students have incorporated it into research opportunities, which is a best practice the University Alliances team encourages other to follow across the program, while actively promoting the SAP University Alliances program with prospective member schools as well as SAP customers, partners and analysts. David and Paul have also given numerous presentations on the value of UA at academic conferences such as HICSS and AMCIS.

## RESEARCH

### Editorial Activities

- "Journal of Computer Information Systems", Editorial Board Member, International.
- "Journal of End User and Organizational Computing", Associate Editor, International.
- "Determinants of acceptance of ERP training program in business schools: Empirical investigation using UTAUT model", Computers & Education, Invited Manuscript Reviewer, International. (2015).
- "Determinants of Brand Recall in Social Networking Sites", Journal of Organizational and End User Computing, Invited Manuscript Reviewer, International. (2015).
- "Do Ethical Social Media Communities Pay Off? An Exploratory Study of the Ability of Facebook Ethical Communities to Strengthen Consumers' Ethical Consumption Behavior", Journal of Business Ethics, Invited Manuscript Reviewer, International. (2015).
- "Regulatory focus and green consumption: promoting promotion", Journal of Business Ethics, Invited Manuscript Reviewer, International. (2015).
- "The Role of Guilt, Shame, and Virtues in the Self-Regulation of Decisions to Engage in Digital Piracy", Journal of Business Ethics, Invited Manuscript Reviewer, International. (2015).
- "Beliefs and Attributions toward Computing Technology: The Moderating Role of Social Cues in Interfaces", Journal of Organizational and End User Computing, Invited Manuscript Reviewer, International. (2014).

- "Can We Stop Digital Piracy? Exploring Consumer's INTENTION TO COMMIT DIGITAL PIRACY AMONG YOUTH IN INDONESIA", Journal of Business Ethics, Invited Manuscript Reviewer, International. (2014).
- "Exploring Factors Affecting Digital Piracy Using the Norm Activation and UTAUT Models: The Role of National Culture", Journal of Business Ethics, Invited Manuscript Reviewer, International. (2014).
- "Exploring Innovation at SAP through Bibliometric Analysis of Patent Applications Expert Systems With Applications", Expert Systems with Applications, Invited Manuscript Reviewer, International. (2014).
- "How Important Are Enjoyment and Mobility for Mobile Data Services?", Journal of Computer Information Systems, Invited Manuscript Reviewer, International. (2014).
- "Idiocentrism versus Allocentrism and Ethical Evaluations on Illegal Downloading Intention between the United States and South Korea", International Journal of Communication, Invited Manuscript Reviewer, International. (2014).
- "Past Behavior, Moral Obligation and Moral Disengagement in the Explanation of Digital Piracy", Journal of Business Ethics, Invited Manuscript Reviewer, International. (2014).
- "Predicting the Mode of Music Consumption: Purchasing CD, Downloading, Streaming, and Piracy", Journal of Business Ethics, Invited Manuscript Reviewer, International. (2014).
- "The Effect of Network Neutrality on the Incentive to Discriminate, Invest and Innovate: A Literature Review Telematics and Informatics", Telematics and Informatics, Invited Manuscript Reviewer, International. (2014).
- "The Epistemological Foundations of Music Piracy in the Digital Marketplace", Journal of Business Ethics, Invited Manuscript Reviewer, International. (2014).
- "Introducing a Taxonomy for Classifying Qualitative Spreadsheet Errors", Journal of Organizational and End User Computing, Invited Manuscript Reviewer, International. (2014).
- "An Analysis of a Teaching Incentive Initiative", Decision Sciences Journal of Innovative Education, Invited Manuscript Reviewer, International. (November 15, 2014 - December 19, 2014).
- "The Reinforcement of Intangible Assets and ERP Post Implementation Success", Journal of Computer Information Systems, Editorial Board Member, International. (October 15, 2010 - December 2010).
- "Authentic OM Problem Solving in ERP Context", International Journal of Operations and Production Management, Invited Manuscript Reviewer, International. (October 1, 2010 - December 2010).
- "Online Experimental Knowledge Interaction Effectiveness Using Skype in a Quantitative Course", Decision Science Journal of Innovative Education, Invited Manuscript Reviewer, International. (September 3, 2010 - December 2010).
- "The Contribution of Perceived Consequences on the Ethical Intention to Engage in Digital Piracy", Journal of Business Ethics, Invited Manuscript Reviewer, International. (May 15, 2010 - December 2010).
- "Unethical Behavior Using Information Technology", Information Systems Research, Invited Manuscript Reviewer, International. (May 3, 2010 - November 2010).
- "Does Ethical Ideology Affect Software Piracy Attitude and Behaviour? An Empirical Investigation of Computer Users in China", European Journal of Information Systems, Invited Manuscript Reviewer, International. (May 1, 2010 - October 15, 2010).

"The Ethics of Attacking an e-Learning Server: Are they Really Ethical", Communications of the ACM, Invited Manuscript Reviewer, International. (March 31, 2010 - October 14, 2010).

"Online Experimental Knowledge Interaction Effectiveness Using Skype in a Quantitative Course", Decision Science Journal of Innovative Education, Invited Manuscript Reviewer, International. (February 1, 2010 - September 3, 2010).

"Exploring Choice as an Antecedent to Behavioral: Incorporating Alternatives into the Technology Acceptance Process", Journal of Organizational and End User Computing, Associate Editor, International. (January 28, 2010 - June 10, 2010).

"e-Procurement in the Malasian Public Sector: An Empirical Investigation", Journal of Computer Information Systems, Editorial Board Member, International. (December 1, 2009 - April 1, 2010).

## Presentations Given

Cronan, P. (Presenter & Author), Léger, P. (Presenter & Author), Robert, J. (Author Only), Charland, P., a. o., Association for Business Simulation and Experiential Learning (ABSEL) 2010, "ERP Simulation Game: A Distribution Game to Teach the Value of Integrated Systems," ISAGA, JASAG, and NASAGA, Little Rock, AR.

This session proposes participation in a ready-to-play game to teach the concepts underlying an Enterprise Resource Planning (ERP) system. The ERP Simulation game is an innovative "learning-by-doing" and "problem-based" approach to teaching ERP concepts. The simulation game is supported by ERPSim, a unique business simulation technology developed at HEC Montréal that enables the simulation of near-real-life business contexts of large corporate information systems. Participants are put in an environment whereby they run their business using a real life ERP system. The simulation that will be presented in this workshop consists of a distribution company where participants must operate the full cycle (plan, procure, and sell). The game is designed to help students experience the value of upstream and downstream information flows and the value of process integration across functional silos, and to understand the impact of poor decision-making and timing by one player on team performance.

Cronan, P. (Presenter & Author), Schmidt, P., Douglas, D. E., Alnuaimi, O., SAP Curriculum Congress 2010, "Learning and Attitudes Toward SAP/ERP; New Company Employees' Experiences with ERPSim," SAP America, SanDieg, CA.

This paper presents research results of ERP learning as well as attitudes toward ERP and SAP for three samples of 'first time hires' in a large company. Samples of twenty two (22), twenty nine (29), and twenty (20) participants are surveyed regarding ERP knowledge and attitudes toward ERP and SAP before and again following participation in an ERP simulation game. The ERP simulation game is designed to provide ERP/SAP instruction to novices. In addition, participants from two of the samples were surveyed a third time after being on the job approximately three months following the ERP simulation training. The ERP simulation game was developed by faculty at HEC Montreal, Canada to help participants learn fundamental business process concepts, as well as SAP skills. The simulation uses a "hands on" simulation game that has participants developing and selling a cereal for sale in a competitive market. This research is part of a comprehensive research project to study ERP learning and decision making using ERP simulation as a medium for instruction. The results of this sample of company employees in ERP simulation training suggest that the ERP simulation game was instrumental in ERP business process learning. Participant attitudes toward SAP and its use by employees were significantly higher following the simulation game experience. Moreover, after three months on the job, new hires indicate that the learning levels as well as attitudes toward ERP/SAP remain high.

Cronan, P. (Presenter & Author), Bhuiyan, M. S., Douglas, D. E. (Author Only), Mullins, J. K., 2016 Annual Conference on Academic Integrity, "A Web-Based Intervention to Change Academic Integrity Knowledge, Attitudes, and Intentions: US Students Compared to Students at an International University," International Center for Academic Integrity, Santa Ana Pueblo, New, Mexico. (February 19, 2016).

Cronan, P. (Presenter & Author), Douglas, D. E. (Author Only), Mullins, J. K., Bhuiyan, M. S., 2015 Annual Conference on Academic Integrity, "Influencing Academic Integrity Awareness and Attitudes: A Study of Freshmen and International Students," International Center for Academic Integrity, Vancouver, Canada. (February 28, 2015).

Presented results of Fall 2014 Academic Integrity research study. In this interactive session, we discuss how influencing freshmen and incoming international students could effect change in the academic integrity (AI) culture. Survey results of University of Arkansas freshmen and incoming international students as well as Colorado State University international students who were exposed to AI learning are presented and discussed. AI learning included on-line learning using the RAISE System for Academic Integrity Education. Preliminary results (based on attitudes and perceptions regarding AI, and pre/post AI learning sessions) indicate a significant increase in AI awareness and a positive change in attitudes and show promise in enhancing awareness and attitudes.

Cronan, P. (Presenter & Author), Douglas, D. E. (Author Only), 2014 Decision Science Institute, "Business Analytics Program: Walton College of Business," DSI, Tampa, FL. (November 23, 2014).

Douglas, D. E. (Presenter & Author), Cronan, P. (Author Only), 2014 Annual European Decision Sciences Institute Conference, "Big Data Analytics and Resources Preparing the Next Generation of Knowledge Workers," DSI, Denmark. (June 30, 2014).

Douglas, D. E. (Presenter & Author), Cronan, P. (Author Only), 2014 Enterprise Computing Community Conference, "The Transition to Campus-Wide Graduate Analytics Curricula at the University of Arkansas," NSF; Marist College, Poughkeepsie, NY. (June 9, 2014).

Business Analytics and Big Data have become very popular topics in recent years. Many universities are gearing up to meet the reported demand for people with these skills. This paper shares background, principles, and processes in the development of campus-wide graduate analytics curricula at the University of Arkansas. Embedded in this unique approach to incorporate all colleges in the campus includes the development of The Institute for Advanced Data Analytics. The paper describes the details of the campus-wide approach in developing the program the role of enterprise computing, including the Systems z10, in support of the analytics curricula. Moreover, available datasets supporting Graduate Analytics Curricula will be discussed.

Cronan, P. (Presenter & Author), Douglas, D. E. (Author Only), Mullins, J. K., 2014 Annual Conference on Academic Integrity, "Teachable Moments: Attitudes and Perceptions as a Potential Cultural Influence on Freshmen." (February 28, 2014).

Presented results of Fall 2013 Academic Integrity research study

Cronan, P., Douglas, D. E. (Author Only), a. o. (Author Only), 2014 Hawaii International Conference on System Sciences, "'Big Data' Analytics - Business Resources and Platforms (IBM, MS, SAS, SAP HANA, Teradata & Other)," IEEE Computer Society, Konoa, HI. (January 6, 2014).

Cronan, P. (Presenter & Author), Douglas, D. E. (Presenter & Author), 2013 International Association of Computer Information Systems, "Teaching Business Analytics/Intelligence," IACIS, San Juan, PR. (October 3, 2013).

Cronan, P., Leger, P. M., and Others, Gmunden Retreat on NeuroIS 2013, "The Influence of Group Flow on Group Performance: A Research Program," Gmunden, Austria. (June 3, 2013).

Cronan, P. (Presenter & Author), DiBrezzo, R. (Author Only), 2013 Annual Conference on Academic Integrity, "Teachable Moments: Using Freshman Attitudes and Perceptions as a Potential Cultural Influencer." (February 26, 2013).

Presented results of Fall 2012 Academic Integrity research study

Cronan, P., O. A. (Presenter & Author), Douglas, D. E. (Author Only), Limayem, M. (Author Only), Hawaii International Conference on System Sciences (HICSS-44), "Healthcare Professionals'

Reactions to Health Enterprise System Implementations: A Theory of Cynicism Perspective," IEEE Computer Society, Kauai, HI. (January 6, 2011).

Cronan, P. (Presenter & Author), Schmidt, P. (Presenter & Author), Davis, F. D. (Author Only), Hawaii International Conference on System Sciences (HICSS-44), "Acquiring ERP Business Process Knowledge: A Network Structure Analysis," IEEE Computer Society and IS, Kauai, HI. (January 5, 2011).

Schmidt, P., Cronan, P. (Presenter & Author), Accounting Systems Pre-Conference Workshop at the International Conference on Information Systems (ICIS), "ERP Change Management: Technology Preview of an Enterprise System," ICIS, St. Louis, MO. (December 12, 2010).

Cronan, P. (Presenter & Author), Schmidt, P. (Author Only), Decision Science Institute, "Decision Making in an Integrated Business Process Context: Learning Using an ERP Simulation Game," DSI, San Diego, CA. (November 21, 2010).

Schmidt, P., Cronan, P. (Presenter & Author), American Accounting Association Annual Meeting 2010, "IT Change Management and User Adaptation:," AAA, San Francisco, CA. (August 4, 2010).

This essay proposes that shaping IT training as a safe and supportive transitional environment that provides an interactive preview of ES technology use Supporting the use of training for change management, Balogun and Jenkins (2002) re-conceive change management to be a knowledge-based activity. They focus on building tacit knowledge about the way individuals work and interact together. Bala (2008) identified training as the leading factor influencing cognitive appraisal of enterprise systems and recommended that managers utilize simulations for enterprise training. This study focuses on the research question: Does a simulation-based educational intervention positively influence employee cognitive appraisals and thereby influence job satisfaction with new ES applications? In summary, this essay evaluates ES change management from an educational perspective utilizing the psychodynamic lens of transitional space (Wastell 1999). A simulation based ES educational intervention is expected to provide a realistic preview of future ES usage. This ERP technology preview is aimed at providing risk-free, low stress interactions with the ES while temporarily reducing prior IT dependencies. In this research, an ERP preview is seen as an antecedent to IT adaptive use which is expected to impact ES user's job satisfaction. As such, this work contributes to recent IT user adaptation research (Robey et al. 2002, Leaudry and Pinsoneault 2005, Boudreau and Robey 2005, Barki et al. 2007).

Cronan, P. (Presenter & Author), Léger, P. (Presenter & Author), Robert, J. (Author Only), Charland, P., a. o., Temasek Polytechnic International Conference on Learning and Teaching, "The Role of Knowledge on IT Problem Solving in a Business Simulation." (June 10, 2010).

Cronan, P. (Presenter & Author), Leger, P. (Presenter & Author), a. o., SAP Curriculum Congress 2010, "Assessing the Dimensionality of an Objective Measurement of ERP Knowledge," SAP, San Diego, CA. (March 20, 2010).

Cronan, P. (Presenter & Author), Douglas, D. E. (Presenter & Author), a. o., Hawaii International Conference on System Sciences (HICSS-43), "ERP Research Stream Perspectives: Toward a Focused Decision, Modeling, and Learning Research Agenda via ERP Simulation," IEEE Computer Society and IS, Kauai, HI. (January 2010).

This workshop is intended for faculty teaching and conducting research in the field of enterprise research planning. The objective is to provide a forum for interested faculty to share research results and ideas, as well as develop an agenda for ERP research. One primary research focus of this research agenda building workshop is ERP Learning and Decision Modeling using ERP Simulation. The aim of this workshop is to bring together researchers and educators who wish to use an alternative medium (simulation) in ERP research as well as their classes.

ERP Simulation Game-- The HEC Montréal ERP simulation game is a real-time business simulation where the only interface between the simulator and the participants is a real ERP system, namely SAP R/3™. Hence, participants are put in a situation in which they have to run their business (making business

decisions) using an ERP system similar those used by the world's largest companies. The simulation game provides a unique and new way to teach enterprise system concepts.

**Research using the ERP Simulation Method:** This component of the session will include research study results (learning, attitudes, perceptions, etc.) for several companies and for several classes who have used the ERP simulation game for learning ERP and SAP. Since we are able to track all transactions used by the participants through the course of the simulation, it provides access to usage data that are typically not available to researchers.

**Teaching using the ERP Simulation Method:** Teams of four to six participants operate a firm in a make-to-order manufacturing supply chain. This requires that they interact with suppliers and customers by sending and receiving orders, delivering their products and completing the entire cash-to-cash cycle. The simulation software – ERPsim – automates (i) the sales process so that every firm receives a large number of orders every minute, (ii) the procurement process to account for delivery delays, and (iii) the production process to account for capacity constraints. Using standard and customized managerial reports, participants analyze transactional data to make business decisions and ensure the profitability of their firm.

This workshop is intended for faculty teaching and conducting research in the fields of enterprise resource planning, enterprise systems, team decision making, and IT learning.

## **Publications - Teaching Related**

*Journal Article (Published)*

Cronan, P., McHaney, R., Douglas, D. E. "Academic Integrity: Information Systems Education Perspective - Special Issue". issue3. 2017. 147-158.

## **Publications - Research Related**

*Journal Article (Published)*

Cronan, P., Mullins, J. K., Douglas, D. E. "Further Understanding Factors that Explain Freshman Business Students' Academic Integrity Intention and Behavior: Plagiarism and Sharing Homework". issue1. January (1st Quarter/Winter) 2018. 197-220.

Academic integrity (AI) violations on college campuses continue to be a significant concern that draws public attention. Even though AI has been the subject of numerous studies offering explanations and recommendations, academic dishonesty persists. Consequently, this has rekindled interest in understanding AI behavior and its influencers. This paper focuses on the AI violations of plagiarism and sharing homework for freshman business students, examining the factors that influence a student's intention to plagiarize or share homework with others. Using a sample of more than 1300 freshman business students over two years, we modeled intent to plagiarize and intent to share homework using factors in the Theory of Planned Behavior (TPB) in addition to past violation behavior and moral obligation (feelings of guilt). Based on the results of this study, attitude, perceived behavioral control, subjective norm, and in addition past behavior and moral obligation, were found to significantly influence an individual's intention to violate academic integrity (for plagiarism and sharing homework when asked not to do so), explaining 33% and 35% of the variance in intention to commit an AI violation for sharing homework and plagiarism respectively. These results contribute to a better understanding of individuals' motivations for plagiarizing and sharing homework, which is a necessary step toward reducing academic integrity violations.

*Journal Article (Accepted)*

Cronan, P., Mullins, J. K., Douglas, D. E. "Changing the Academic Integrity Climate on Campus Using a Technology-Based Intervention". *Ethics & Behavior*. issue2. February 17, 2017. 89-105.

Academic integrity (AI) violations on college campuses continue to be a significant concern that draws public attention. Even though AI has been the subject of numerous studies offering explanations and

recommendations, academic dishonesty persists. Consequently, this has rekindled interest in understanding AI behavior and its influencers. This paper focuses on the AI violations of plagiarism and sharing homework for freshman business students, examining the factors that influence a student's intention to plagiarize or share homework with others. Using a sample of more than 1300 freshman business students over two years, we modeled intent to plagiarize and intent to share homework using factors in the Theory of Planned Behavior (TPB) in addition to past violation behavior and moral obligation (feelings of guilt). Based on the results of this study, attitude, perceived behavioral control, subjective norm, and in addition past behavior and moral obligation, were found to significantly influence an individual's intention to violate academic integrity (for plagiarism and sharing homework when asked not to do so), explaining 33% and 35% of the variance in intention to commit an AI violation for sharing homework and plagiarism respectively. These results contribute to a better understanding of individuals' motivations for plagiarizing and sharing homework, which is a necessary step toward reducing academic integrity violations.

*Conference Proceeding (Published)*

Cronan, P., Leger, P.-M., a. o. "Combining Vicarious and Enactive Training in IS: Does Order Matter?". Gmunden Retreat on NeuroIS 2016. June 2016. Presentation.

*Journal Article (Published)*

Cronan, P., Douglas, D. E., Mullins, J. K. ""An Online Graduate Certificate Credential Program at the University of Arkansas", in Reshaping Society through Analytics, Collaboration, and Decision Support; Role of Business Intelligence and Social Media". Annals of Information Systems. 2015. 239-247.

Business Analytics and Big Data have become a very popular topics in recent years. Many universities are gearing up to meet the reported demand people with these skills. This paper shares background, principles, and processes in the development of an online Business Analytics Graduate Certificate Credential program consisting of four graduate courses (each three semester hours). Innovative use of technology is incorporated into all four of the courses to ensure consistency and quality content across courses. The four courses are (1) IT Toolkit—designed to level students (especially those students who do not have an adequate IT background), (2) Decision Support and Analytics – an introduction to statistical analytics with a focus on what the data is telling us, (3) Database Management Systems – a focus on sourcing, preparing, storing and retrieval for data and (4) Business Intelligence – a focus on the discovery of knowledge from data and model development using data mining including social media. Included are the efforts, activities, software, hardware, concepts, teaching philosophy, and desired outcomes for the graduate credential certificate program. The paper should be very valuable to all those teaching or planning to teach in the Business Analytics area.

*Journal Article (Published)*

Cronan, P., Leger, P.-M., a. o. "Developing and Assessing Management Information Systems Competencies: The Role of Basic and Complex Knowledge". issue1. October (4th Quarter/Autumn) 2015. 31-39.

*Journal Article (Conditionally Accepted)*

Cronan, P., McHaney, R., Mullins, J. K., Douglas, D. E. "Changing the Academic Integrity Climate on Campus Using a Technology-Based Intervention". Ethics & Behavior.

This paper focuses on the use of a technology-based intervention to change academic integrity (AI) knowledge and attitudes. Using a total sample of over 5000 freshman students drawn from two major Midwestern universities in the U.S. over a three year period, an online intervention was used to determine whether AI knowledge and attitudes could be changed. Based the results of this study, AI knowledge and attitudes can be improved using an online intervention. These results contribute to a better understanding of the AI climate on campus and suggest technology-based interventions can be used to enhance knowledge and change attitudes toward AI on campus.

*Journal Article (Published)*

Cronan, P., Davis, F. D., Leger, P.-M., a. o. "Neurophysiological Correlates of Cognitive Absorption in an Enactive Training Context". Computers in Human Behavior. May 2014. 273-283.

*Journal Article (Accepted)*

Cronan, P., Douglas, D. E. "Assessing ERP Learning (Management, Business Process, & Skills) and Attitudes: A Research Note". April (2nd Quarter/Spring) 2013.

*Journal Article (Published)*

Cronan, P., Leger, P.-M., Robert, J., Babin, G. "Comparing Objective Measures and Perceptions of Cognitive Learning in an ERP Simulation Game: A Research Note". Simulation & Gaming. issue4. August 2012. 461-480.

*Journal Article (Accepted)*

a. o., Cronan, P., Leger, P. "Authentic OM Problem Solving in ERP Context".

*Journal Article (Accepted)*

Cronan, P., Douglas, D. E., Schmidt, P. "Decision Analytics in an Integrated Business Process Context: Learning Using an ERP Simulation Game". Decision Sciences. forthcoming.

## **Educationally Related Presentations and Workshops**

"Blockchain Center of Excellence at the University of Arkansas", presented at 2018 Enterprise Computing Community Conference, International, Sponsored by NSF, Accepted. (June 18, 2018).

"Data Analysis Curriculum", presented at 2018 AACSB Analytics Summit, International, Accepted. (March 19, 2018).

"Faculty 'Buy In'; Perceptions and Attitudes Regarding Their Academic Integrity Policy", presented at 2018 Annual Conference on Academic Integrity, International Center for Academic Integrity, International, Accepted. (March 1, 2018).

"Business Analytics in the Curriculum (Insights on AACSB Curriculum Design)", presented at Hawaii International Conference on System Sciences (HICSS-51), International, Sponsored by IEEE Computer Society, Accepted. (January 4, 2018).

"Workshop: Introduction to Predictive Analytics Using SAS Enterprise Miner", presented at Federation of Administrative Disciplines - Southwest Decision Sciences Institute, International, Sponsored by FBD-SWDSI, Invited. (March 8, 2017).

"Analytics Curriculum Develop; AACSB Perspectives'", presented at Hawaii International Conference on System Sciences (HICSS-50)), International, Sponsored by IEEE Computer Society and IS, Accepted, Published in Proceedings. (January 4, 2017).

"Decision Sciences Institute 2016: AACSB Business Analytics Curriculum Development'", presented at Decision Sciences Institute International Meeting, International, Sponsored by DSI, Accepted. (November 19, 2016).

"Business Analytics and Big Data - Available Resources; Preparing the Next Generation of Knowledge Workers", presented at Hawaii International Conference on System Sciences (HICSS-49)), International, Sponsored by IEEE Computer Society and IS, Accepted, Published in Proceedings. (January 5, 2016).

"AACSB Business Analytics Curriculum Development'", presented at International Conference on Information Systems Meeting, International, Sponsored by Business Analytics Congress, Accepted. (December 12, 2015).

"Utilizing Teradata University Network Resources: Exploring Analytics Frontiers", presented at International Conference on Information Systems Meeting, International, Sponsored by Business Analytics Congress, Accepted. (December 12, 2015).

- "Decision Sciences Institute 2015: AACSB Business Analytics Curriculum Development", presented at Decision Sciences Institute International Meeting, International, Sponsored by DSI, Accepted. (November 21, 2015).
- "Walton College Enterprise Systems Resources and Business Analytics Curriculum Design", presented at Canadian ASAC Conference 2015, International, Sponsored by Canadian Administrative Sciences Association, Accepted. (June 15, 2015).
- "Business Analytics Curriculum Development", presented at Southwest Decision Sciences Institute Meeting, International, Sponsored by DSI and SWDSI, Accepted. (March 12, 2015).
- "Business Analytics and Big Data - Available Resources; Preparing the Next Generation of Knowledge Workers", presented at Hawaii International Conference on System Sciences (HICSS-48), International, Sponsored by IEEE Computer Society and IS, Accepted, Published in Proceedings. (January 5, 2015).
- "Business Analytics Program at the University of Arkansas", presented at Decision Sciences Institute International Meeting, International, Sponsored by DSI, Accepted. (November 23, 2014).
- "Big Data' Analytics - Business Resources and Platforms (IBM, MS, SAS, SAP HANA, Teradata & Other)", presented at Hawaii International Conference on System Sciences (HICSS-47), International, Sponsored by IEEE Computer Society and IS, Accepted, Published in Proceedings. (January 6, 2014).
- "An Online Graduate Certificate Credential Program at the University of Arkansas", presented at SIGDSS Pre-ICIS Conference, International, Sponsored by International Computer Information Systems (ICIS), Accepted. (December 16, 2013).
- Abstract:  
Description of the newly developed on-line Graduate Business Analytics Certificate Program - including courses and course content at the University of Arkansas Sam M. Walton College of Business
- "Teaching Business Analytics/Intelligence - Helpful Tools & Resources (Datasets plus Tools ...)", presented at International Association of Computer Information Systems (IACIS), International, Sponsored by International Association of Computer Information Systems, Accepted. (October 3, 2013).
- Abstract:  
Practical tutorial that includes a presentation and "hands on" use of examples and exercises related to University of Arkansas Sam M. Walton College of Business Enterprise Systems resources which include IBM mainframe, SAP, Teradata, and Microsoft systems. Industry partners of the Enterprise Systems program at the Walton College of Business have donated multiple, large-scale datasets for instructional use. For example, the Sam's Club dataset is comprised of 6 tables and over 55 million rows of POS transactions for 18 stores; the Dillard's Department Store has 5 tables with a transactions table of 120 million rows. Moreover, IBM, Microsoft, Teradata, and SAP have donated hardware and/or software to make these large datasets available to students. The Walton College is a member of and shares resources with the IBM Academic Initiative, Teradata University Network, Microsoft Enterprise Consortium, and SAP University Alliance.
- The presenters describe the datasets, business problems, and data warehouse infrastructures built using these datasets as well as their availability for use in a variety of courses. Also included are such topics as creating data warehouse cubes, data analysis, and data mining. Finally, access to these resources by faculty and students outside the University of Arkansas will be described.
- "Academic Integrity at the University of Arkansas - Update", presented at University of Arkansas Teaching Camp, Sponsored by Teaching and Faculty Support Center, Invited. (August 6, 2013).
- Progress Report - Academic Integrity Points of Importance - The "change in academic integrity could begin at UA". We (you & me) now have a chance to make a difference – try it for the next year; be involved, make suggestions to improve the policy... Consider how you can create an "environment of integrity" in your classes, in your department, ... as opposed to methods to catch them. Talk to and work with

your Academic Integrity Monitor. Exams – think about your use of multiple choice exams, memorizing, etc.

"'Big Data' Predictive Analytics Tools - Business Resources and Platforms (Microsoft, SAP, IBM, Teradata, & SAS)", presented at Hawaii International Conference on System Sciences (HICSS-45), International, Sponsored by IEEE Computer Society and IS, Accepted. (January 5, 2013).

'Big Data' Predictive Analytics Tools - Business Resources and Platforms (Microsoft, SAP, IBM, Teradata, & SAS)

Decision Making Using Business Analytics Tools (from SAP, IBM, Microsoft, Teradata, & SAS) to Analyze Real-World Enterprise System Datasets (Sam's Club, Dillard's, Tyson Foods, and Wal\*Mart)

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This practical “hands-on” workshop includes a presentation and use of examples and exercises related to University of Arkansas Sam M. Walton College of Business Enterprise Systems resources which include Microsoft, SAP, SAS Enterprise Miner, IBM mainframe, and Teradata systems. Industry partners of the Enterprise Systems program at the Sam M. Walton College of Business have donated computing systems and multiple, large-scale datasets for instructional use – Sam’s Club (6 tables and over 250 million rows of POS transactions for 18 stores), Dillard’s Department Stores (5 tables with a transactions table of 120 million rows), Tyson Foods, and Wal\*Mart RFID data sets. UA Enterprise Systems is a member of and shares resources with the Microsoft Enterprise Consortium, SAP University Alliance, SAS Institute, IBM Academic Initiative, and Teradata University Network.

The workshop provides faculty with a forum to discuss (as well as utilize) enterprise-level skills and understanding that will be needed for knowledge workers into the future. Participants will not only learn about available resources for their classes and students, but will be given access to these resources for their future-oriented, enterprise classes. Workshop leaders will describe various faculty developed networks and resources (various datasets, business problems, and data warehouse infrastructures built using these datasets) as well as their availability for use in a variety of courses. Also included are such topics as creating data warehouse cubes, data analysis, and data mining. Finally, access to these resources by faculty and students world-wide will be described.

This workshop is intended for faculty teaching business analytics who wish to have access to real-world systems and data. Faculty interested in enhancing their courses and curricula by using enterprise system level business analytics resources such as Databases, Business Intelligence, Business Objects, Data Warehouse, SAS, Teradata and/or MS & SAP Business Warehouse applications as well as examples based on large, real datasets.

"Academic Integrity at the University of Arkansas", presented at University of Arkansas Teaching Camp, Sponsored by Teaching and Faculty Support Center, Invited. (July 30, 2012).

Academic Integrity Points of Importance - The “change in academic integrity could begin at UA”. We (you & me) now have a chance to make a difference – try it for the next year; be involved, make suggestions to improve the policy... Consider how you can create an “environment of integrity” in your classes, in your department, ... as opposed to methods to catch them. Talk to and work with your Academic Integrity Monitor. Exams – think about your use of multiple choice exams, memorizing, etc.

"Business Analytics Certificate", presented at Walton College Business Analytics Certificate, Regional, Sponsored by ITRI and Walton College, Invited. (February 9, 2012).

"Decision Making Using Business Analytics Tools - Microsoft, SAP, IBM, Teradata, & SAS to Analyze Real-World Enterprise System Datasets Sam's Club, Dillard's, Tyson Food's, and Wal-Mart", presented at Hawaii International Conference on System Sciences (HICSS-45), International, Sponsored by IEEE Computer Society and IS, Accepted. (January 4, 2012).

Decision Making Using Business Analytics Tools (from SAP, IBM, Microsoft, Teradata, & SAS) to Analyze Real-World Enterprise System Datasets (Sam's Club, Dillard's, Tyson Foods, and Wal\*Mart)

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This practical “hands-on” workshop includes a presentation and use of examples and exercises related to University of Arkansas Sam M. Walton College of Business Enterprise Systems resources which include Microsoft, SAP, SAS Enterprise Miner, IBM mainframe, and Teradata systems. Industry partners of the Enterprise Systems program at the Sam M. Walton College of Business have donated computing systems and multiple, large-scale datasets for instructional use – Sam’s Club (6 tables and over 250 million rows of POS transactions for 18 stores), Dillard’s Department Stores (5 tables with a transactions table of 120 million rows), Tyson Foods, and Wal\*Mart RFID data sets. UA Enterprise Systems is a member of and shares resources with the Microsoft Enterprise Consortium, SAP University Alliance, SAS Institute, IBM Academic Initiative, and Teradata University Network.

The workshop provides faculty with a forum to discuss (as well as utilize) enterprise-level skills and understanding that will be needed for knowledge workers into the future. Participants will not only learn about available resources for their classes and students, but will be given access to these resources for their future-oriented, enterprise classes. Workshop leaders will describe various faculty developed networks and resources (various datasets, business problems, and data warehouse infrastructures built using these datasets) as well as their availability for use in a variety of courses. Also included are such topics as creating data warehouse cubes, data analysis, and data mining. Finally, access to these resources by faculty and students world-wide will be described.

This workshop is intended for faculty teaching business analytics who wish to have access to real-world systems and data. Faculty interested in enhancing their courses and curricula by using enterprise system level business analytics resources such as Databases, Business Intelligence, Business Objects, Data Warehouse, SAS, Teradata and/or MS & SAP Business Warehouse applications as well as examples based on large, real datasets.

"ERP Simulation Workshop - Exploiting Teaching and Research Scholarship", presented at Hawaii International Conference on System Sciences (HICSS-45), International, Sponsored by IEEE Computer Society and IS, Accepted. (January 4, 2012).

The ERP simulation game (HEC Montréal) is a real-time business simulation where the participants directly use the real ERP system, namely SAP R/3™ to enact ERP transactions and use reports to manage their business. The ERP simulation sits in the background, creating a dynamic real-time business environment. The simulation software, ERPSim, automates (i) the sales process so that every firm receives a large number of orders every minute, (ii) the procurement process to account for delivery delays, and (iii) the production process to account for capacity constraints. Using standard and customized managerial reports, students analyze transactional data to make business decisions and ensure the profitability of their firm.

Simulation participants are put in a situation in which they have to run their business (making business decisions) using SAP in a similar way to how SAP is used by the world’s largest companies. The simulation game provides a unique and new way to teach enterprise system concepts. It offers a hands-on understanding of the concepts underlying enterprise systems and integration; it helps students and managers to experience the benefits of enterprise integration firsthand. The game has been used in hundreds of classes in 4 continents as well as in enterprises running SAP to train business executives.

Research using the ERP Simulation Method: ERP simulations can bring a new dimension to ERP research. An ERP simulation game constitutes a controlled laboratory experiment. This component of the session will include research study results (learning, attitudes, perceptions, etc.) for several companies and for several classes who have used the ERP simulation game for learning ERP and SAP. Since we are able to track all transactions used by the participants through the course of the simulation, it provides access to usage data that are typically not available to researchers. Hence, a large set of research topics may exploit data from ERP simulation games such as – the effectiveness of simulations as a training approach for developing information technology competency, the analysis of the impact and design of interfaces and functionality of enterprise systems on team performance, the analysis of

the effectiveness of business intelligence tools for decision making, the analysis of the relationship of business performance, IT competencies/knowledge, and others.

Teaching using the ERP Simulation Method: Teams of four to six participants operate a firm in a make-to-order manufacturing supply chain. This business simulation experience requires that they interact with suppliers and customers by sending and receiving orders, delivering their products and completing the entire cash-to-cash cycle. Key learning objectives for ERP simulation learning model include:

- Gain an hands-on understanding of ERP application transaction skills
- Learn business processes based on experiential, self-constructed knowledge acquisition
- Set business strategies and directly translate strategy into tactics and detailed implementation actions.
- Monitor business activities via reports and system commands
- Evaluate key performance indicators of the business to adjust/revise strategy and change tactics.

"Academic Integrity at the University of Arkansas", presented at University of Arkansas Teaching Camp, Sponsored by Teaching and Faculty Support Center, Invited. (August 2, 2011).

Academic Integrity Points of Importance - The "change in academic integrity could begin at UA". We (you & me) now have a chance to make a difference – try it for the next year; be involved, make suggestions to improve the policy... Consider how you can create an "environment of integrity" in your classes, in your department, ... as opposed to methods to catch them. Talk to and work with your Academic Integrity Monitor. Exams – think about your use of multiple choice exams, memorizing, etc.

"Preparing Knowledge Workers for the Next Generation -- Enterprise Systems, Large Data", presented at Hawaii International Conference on System Sciences (HICSS-44), International, Sponsored by IEEE Computer Society and IS, Accepted. (January 4, 2011).

This workshop provides faculty with a forum to learn about, discuss, and utilize enterprise-level resources as well as an understanding of skill sets that will be needed for knowledge workers into the future. Participants will not only learn about available resources for their students, but will be given access to these resources for their future-oriented, enterprise classes. Panelists describe various faculty-developed networks and resources (various datasets, business problems, and data warehouse infrastructures built using these datasets) as well as their availability for use in a variety of courses. Also included are resources for such topics as creating data warehouse cubes, data analysis, and data mining. Finally, access to these resources by faculty and students world-wide will be described.

This practical workshop also includes a presentation and "hands on" use of examples and exercises related to University of Arkansas Sam M. Walton College of Business Enterprise Systems resources that include Microsoft, SAP, SAS Enterprise Miner, IBM mainframe, and Teradata systems. Industry partners of the Enterprise Systems program at the Sam M. Walton College of Business have donated computing systems and multiple, large-scale datasets for instructional use – Sam's Club (6 tables and over 55 million rows of POS transactions for 18 stores), Dillard's Department Stores (5 tables with a transactions table of 120 million rows), Tyson Foods, and Wal-Mart RFID data sets. The Walton College is a member of and shares resources with the Microsoft Enterprise Consortium, SAP University Alliance, SAS Institute, IBM Academic Initiative, and Teradata University Network.

"Preparing Students for Success Enterprise Systems, Large Data Sets, and Business Intelligence Workshop", presented at Decision Sciences Institute, International, Sponsored by DSI, Accepted. (November 21, 2010).

Abstract:

Practical tutorial that includes a presentation and "hands on" use of examples and exercises related to University of Arkansas Sam M. Walton College of Business Enterprise Systems resources which include IBM mainframe, SAP, Teradata, and Microsoft systems. Industry partners of the Enterprise Systems program at the Walton College of Business have donated multiple, large-scale datasets for instructional use. For example, the Sam's Club dataset is comprised of 6 tables and over 55 million rows of POS transactions for 18 stores; the Dillard's Department Store has 5 tables with a transactions

table of 120 million rows. Moreover, IBM, Microsoft, Teradata, and SAP have donated hardware and/or software to make these large datasets available to students. The Walton College is a member of and shares resources with the IBM Academic Initiative, Teradata University Network, Microsoft Enterprise Consortium, and SAP University Alliance.

The presenters describe the datasets, business problems, and data warehouse infrastructures built using these datasets as well as their availability for use in a variety of courses. Also included are such topics as creating data warehouse cubes, data analysis, and data mining. Finally, access to these resources by faculty and students outside the University of Arkansas will be described.

"Assessing the Dimensionality of IT knowledge: The Case of Enterprise Resource Planning Systems", presented at SAP Curriculum Congress 2010, International, Sponsored by SAP America, Accepted, Published in Proceedings. (March 19, 2010).

In this paper, we develop objective measures that can be used to assess user knowledge with respect to a specific ERP system, namely SAP. Building on the IT literature, and more specifically on Kang and Santhanam's theoretical framework (2003), we have developed a database of objective questions to measure ERP knowledge of an individual user with respect to SAP. Objective questions were developed by a panel of experts to cover the 3 dimensions proposed by Kang and Santhanam (2003). A number of experts were asked to answer the objective questions and evaluate to which extent each question measured the participant's knowledge with respect to the three dimensions. Using cluster analysis, we were not able to validate Kang and Santhanam (2003) model in 3 dimensions. The results show only two clusters of constructs around ERP knowledge and business knowledge. One possible explanation is that ERP experts do not perceive business process-related knowledge and collaborative-related knowledge as two different dimensions. In a ERP system context, business processes are in essence structurally collaborative as data and processes are integrated across the various users in the organization.

"Learning and Attitudes toward SAP/ERP New Company Employees' Experience with ERP Simulation", presented at SAP Curriculum Congress 2010, International, Sponsored by SAP America, Accepted, Published in Proceedings. (March 19, 2010).

## **Contracts, Grants, and Sponsored Research**

Douglas, D. E., Cronan, P., "IBM Hardware/Software for IBM Academic Hub", Awarded January 1, 2017, Funded, Sponsored by IBM, Awarded by Private, \$25000000. (December 31, 2017).  
Awarded IBM Z-13 system (estimated value (\$25,000,000 over five years).  
Per year IBM hardware and software supporting IBM academic hub valued at \$4,500,000; estimate based on 2015 gift) per year IBM hardware and software supporting IBM academic hub.

Douglas, D. E., Cronan, P., "SAP University Alliances Software", Awarded January 1, 2017, Funded, Sponsored by SAP University Alliances, Awarded by Private, \$16905000. (December 31, 2017).  
SAP software to support faculty and students -- both internal and external; estimate based on 2016 award).

Douglas, D. E., Cronan, P., "SAS Analytics Suite of Software", Awarded January 1, 2017, Funded, Sponsored by SAS, Awarded by Private, \$40000. (December 31, 2017).  
(estimate based on 2016 gift) SAS Analytics suite of software to support WCOB students and faculty

Douglas, D. E., Cronan, P., "IBM Hardware/Software for IBM Academic Hub", Awarded January 1, 2015, Funded, Sponsored by IBM, Awarded by Private, \$4457549. (December 31, 2015).  
(estimate based on 2014 gift) Per year IBM hardware and software supporting IBM academic hub

Douglas, D. E., Cronan, P., "Microsoft Enterprise Consortium", Awarded January 1, 2015, Funded, Sponsored by Microsoft, Awarded by Private, \$4470000. (December 31, 2015).  
(estimate based on 2014 gift) Microsoft software to support academic consortium for both internal and external faculty and students

Douglas, D. E., Cronan, P., "SAP University Alliances Software", Awarded January 1, 2015, Funded, Sponsored by SAP University Alliances, Awarded by Private, \$16905000. (December 31, 2015). SAP software to support faculty and students -- both internal and external

Douglas, D. E., Cronan, P., "IBM Hardware/Software for IBM Academic Hub", Awarded January 1, 2014, Funded, Sponsored by IBM, Awarded by Private, \$4457549. (December 31, 2014). Per year IBM hardware and software supporting IBM academic hub

Douglas, D. E., Cronan, P., "Microsoft Enterprise Consortium", Awarded January 1, 2014, Funded, Sponsored by Microsoft, Awarded by Private, \$4470000. (December 31, 2014). Microsoft software to support academic consortium for both internal and external faculty and students

Douglas, D. E., Cronan, P., "SAP University Alliances Software", Awarded January 1, 2014, Funded, Sponsored by SAP University Alliances, Awarded by Private, \$14472000. (December 31, 2014). SAP software to support faculty and students -- both internal and external

Douglas, D. E., Cronan, P., "SAS Analytics Suite of Software", Awarded January 1, 2014, Funded, Sponsored by SAS, Awarded by Private, \$40000. (December 31, 2014). SAS Analytics suite of software to support WCOB students and faculty

Douglas, D. E., Cronan, P., "Teradata Hub", Awarded January 1, 2014, Funded, Sponsored by Teradata, Awarded by Private, \$359000. (December 31, 2014). Teradata hardware and software to support students and faculty internally and externally

Douglas, D. E., Cronan, P., "IBM Hardware/Software for IBM Academic Hub", Awarded January 1, 2013, Funded, Sponsored by IBM, Awarded by Private, \$5000000. (December 31, 2013). IBM hardware and software supporting IBM academic hub

Douglas, D. E., Cronan, P., "Microsoft Enterprise Consortium", Awarded January 1, 2013, Funded, Sponsored by Microsoft, Awarded by Private, \$4470000. (December 31, 2013). Microsoft software to support academic consortium for both internal and external faculty and students

Douglas, D. E., Cronan, P., "SAP University Alliances Software", Awarded January 1, 2013, Funded, Sponsored by SAP University Alliances, Awarded by Private, \$14183400. (December 31, 2013). SAP software to support faculty and students -- both internal and external

Douglas, D. E., Cronan, P., "SAS Analytics Suite of Software", Awarded January 1, 2013, Funded, Sponsored by SAS, Awarded by Private, \$100000. (December 31, 2013). SAS Analytics suite of software to support WCOB students and faculty

Douglas, D. E., Cronan, P., "Teradata Hub", Awarded January 1, 2013, Funded, Sponsored by Teradata, Awarded by Private, \$350000. (December 31, 2013). Teradata hardware and software to support students and faculty internally and externally

Douglas, D. E., Cronan, P., "IBM Hardware/Software for IBM Academic Hub", Funded, Sponsored by IBM, Awarded by Private, \$9000000. (January 1, 2011 - December 31, 2011).

Douglas, D. E., Cronan, P., "Microsoft Enterprise Consortium Software", Funded, Sponsored by Microsoft, Awarded by Private, \$5000000. (January 1, 2011 - December 31, 2011).

Douglas, D. E., Cronan, P., "SAP University Alliances Software", Funded, Sponsored by SAP software Grant, Awarded by Private, \$14000000. (January 1, 2011 - December 31, 2011). SAP Software for UA classes and external classes

Douglas, D. E., Cronan, P., "Teradata Hub", Funded, Sponsored by Teradata, Awarded by Private, \$1000000. (January 1, 2011 - December 31, 2011).

Cronan, P., Douglas, D. E., "Infrastructure to Support the Information Systems "World Class" Enterprise Systems Research, Teaching, and Outreach -- Grants/Gifts", Funded, Sponsored by SAP America, Microsoft, Teradata, and IBM, Awarded by Private, \$30000000. (November 2009 - December 2010).  
(with David E. Douglas, Director)

> "SAP Software Grant", awarded by SAP America, \$14M, awarded 2010.

> "Microsoft Enterprise Consortium Software Grant", awarded by Microsoft Corporation, \$75K and \$62K plus \$5M software, awarded 2010.

>"IBM z10 Mainframe System (Hardware, Software, and Support, Year 1 of 5 Years", awarded by IBM Corporation, \$9M, awarded 2010.

>"Teradata 2650 System (Hardware, Software, and Support, Year 1 of 5 Years", awarded by Teradata Corporation, \$1M, awarded 2010.

## **SERVICE**

### **University Service**

#### **College/School**

Committee Chair, Walton College Masters Advisory Committee.

Undergraduate Programs Committee. (April 2011 - Present).

2011 - Core Review, Undergraduate Core Assessment, and AACSB Re-accreditation

Committee Member, Walton College Awards Committee. (July 2014 - June 2017).

Committee Member, Search Committee - ISYS Department Chair. (August 2010 - March 2011).  
Strategic to the ISYS Department and to Walton College

Committee Member, Accounting and Information Systems Degree Program Development Committee.  
(September 2009 - August 2010).

Vice Chair, Information Systems Department. (May 2006 - August 2010).

#### **Department**

Committee Chair, MIS Advisory Committee.

Program Director, Director, Master of Information Systems.

Program Director, Director, Information Systems Graduate Programs. (1985 - Present).

Committee Chair, Search Committee - ISYS Faculty. (September 2016 - April 2017).  
Clinical Assistant Professor Search Committee

Committee Chair, Search Committee - ISYS Faculty. (September 2016 - April 2017).  
Assistant Professor Search Committee (3 positions)

Committee Member, Search Committee - ISYS Faculty. (January 2015 - May 2015).  
Strategic to the ISYS Department

Peer Review Committee. (September 2011 - September 2014).

Committee Member, Search Committee - ISYS Faculty. (January 2014 - May 2014).  
Strategic to the ISYS Department

Committee Member, Search Committee - ISYS Faculty. (January 2013 - May 2013).

Strategic to the ISYS Department

Committee Member, Search Committee - ISYS Faculty. (August 2011 - March 2012).  
Strategic to the ISYS Department

Committee Member, Search Committee - ISYS Faculty. (August 2010 - March 2011).  
Strategic to the ISYS Department

Committee Chair, Undergraduate Program Coordinator. (September 2009 - August 2010).

## **University**

Committee Member, Graduate Council.

UA Teaching Academy.

Committee Member, Computing Activities Council. (January 2018 - Present).

Committee Member, University Course and Programs Committee. (2014 - Present).

Committee Member, Statistics and Analytics Interdisciplinary Graduate Degree. (July 2013 - Present).

UA-Connect Faculty Users Group. (September 2011 - Present).

Committee Chair, UA Academic Integrity Board. (August 2011 - Present).

Committee Chair, UA Academic Integrity Faculty Senate Committee. (March 2011 - Present).

Committee Member, University Course and Programs Committee. (August 2015 - August 2018).  
Graduate Faculty Representative

Committee Member, Degree Completion and Analytics Committee. (August 2015 - February 2017).

Co-Director, UA Teaching and Faculty Support Center. (August 2011 - August 2014).

Committee Member, UA Teaching Council. (July 2009 - August 2014).

Committee Member, UA Re-Accreditation Committee. (March 2013 - May 2014).

Interim Program Director, Interim Director, UA Office of Academic Integrity. (January 2013 - April 2013).

Directed Academic Integrity Cases and worked with University Academic Integrity Boards and Office of the Provost

Co\_Chair, University Faculty Senate Service, UA Ad Hoc Academic Integrity Committee. (August 2010 - June 2011).

Committee of the Faculty Senate. Redesigned the Academic Integrity Policy and the Code of Student Life for the University of Arkansas.

Committee Member, Graduate Council. (July 2009 - July 2010).

Committee Member, UA Computing Activities Council. (July 2009 - June 2010).

Committee Chair, UA Committee on Appointment, Promotion, and Tenure. (July 2007 - June 2010).

## **Professional Service**

Member of Professional Organization, Alpha Iota Delta. (November 2014 - November 2018).

Committee Member, Decision Sciences Institute Nominations Committee. (July 2017 - July 2018).

Committee Member, Microsoft Enterprise Consortium Board. (2007 - 2016).

Committee Member, Decision Sciences Institute Finance Committee. (July 2014 - July 2016).

Co-Chair, 2015 Analytics Congress (Pre-ICIS Seminar). (December 2015).

DSI Board of Directors, Regional Vice President, Decision Sciences Institute. (March 2011 - June 2013).

President, Southwest Decision Sciences Institute. (March 2010 - March 2011).

Advisory Board, Teradata University Network. (August 2005 - July 2010).

## **Public Service**

Activity to Bridge Campus and Community, Northwest Arkansas Community College, ISYS  
Departmental Advisory Board.

Advisor (Curriculum and Policy) to ISYS Department, Northwest Arkansas Community College

## **Ronald D. Freeze**

University of Arkansas  
Information Systems  
WCOB 223

Qualifications: Scholarly Academic

Sufficiency: Participating

Phone: (479)-575-6961

Email: rfreeze@uark.edu

### **Brief Biography**

Ronald D. Freeze received his Bachelor's of Electrical Engineering from General Motors Institute in Flint, MI. Ron worked for over 20 years in the automotive assembly industry. Ron was responsible for numerous startup operations at both Diamond-Star Motors (Chrysler–Mitsubishi joint venture) and Ford Motor Company (Claycomo, Kansas City). Ron's main area of interest has always resided with the communication of information through technology and the realized increase of business value due to that process. Ron completed his MBA in Management Information Systems at the University of Missouri - Kansas City in December of 2001 and has completed his doctorate in Information Systems at Arizona State University in August of 2006. Ron enjoys Skiing, Biking and Hiking.

### **Education**

PhD, Arizona State University, 2006.

Emphasis/major: Information Systems

MBA, University of Missouri Kansas City, 2001.

Emphasis/major: Management Information Systems

BS, GMI Engineering & Management Institute, 1984.

Emphasis/major: Electrical Engineering

### **Professional Licenses and Certifications**

ERPsim Level 2 Certification, HEC Montreal. (January 2013 - Present).

This certification indicates a qualification to Train the Trainers in the ERPsim simulations offered by HEC Montreal and the SAP Univesity Alliance

TERP 10 Certified, SAP. (May 2012 - Present).

TERP10 is the initial level of certification by SAP.

## **WORK EXPERIENCE**

### **Professional Positions**

#### **Academic - Post-Secondary**

Academic - Post-Secondary, Clinical Associate Professor, Sam M. Walton College of Business.  
(August 15, 2015 - Present).

Academic - Post-Secondary, Associate Professor, Emporia State University. (2012 - 2015).

Academic - Post-Secondary, Interim Department Chair, Emporia State University. (2013 - 2014).

Academic - Post-Secondary, Assistant Professor, Emporia State University. (2008 - 2012).

#### **Professional**

Professional, Market Leader, ASUG – Midwest Chapter. (2014 - 2015).

## Teaching Experience

### University of Arkansas

ISYS 4193 - BUSINESS ANALYTICS, 2 terms.  
ISYS 4223 - ERP CONFIG & IMPLEMENTATION, 3 terms.  
ISYS 4233 - SEMINAR IN ERP DEVELOPMENT, 11 terms.  
ISYS 4243 - CURRENT TOPICS COMPUTER I, 2 terms.  
ISYS 4393 - APPLIED BUSINESS ANALYTICS, 6 terms.  
ISYS 5233 - ERP DEVELOPMENT, 2 terms.  
ISYS 5363 - BUSINESS ANALYTICS, 2 terms.  
ISYS 5503 - DEC SUPPORT ANALYTICS, 5 terms.  
WCOB 4993H - HONORS THESIS, 2 terms.

## Non-Credit Instruction Taught

American Conference on Information Systems, 30 participants. (August 2018).  
This workshop is on Analytics using UARK resources

American Accounting Association, 30 participants. (June 2018).  
This workshop was for designing curriculum using analytics topics

American Accounting Association, 30 participants. (June 2018).  
This workshop was on Analytics tutorials for use in the classroom

## Professional Development

TUN Board Member, "Teradata Analytics Universe," Teradata, Las Vegas, NV, United States. (October 2018 - Present).  
This activity was an end result of participating with TUN in their Student data challenge for 2018.

SAS Viya Workshop, "SAS Day Tutorial," SAS, Fayetteville. (September 2018 - Present).  
Usage of SAS VIYA analytics programs designed for use in the Business Analytics Program

Conference Attendance, "AMCIS 2018," AIS, New Orleans, LA, United States. (August 2018).

Teradata University Network, Bentonville, AR, United States. (August 2018).  
Personal training on TUN data platform

"SAS VIYA Workshop," University of Arkansas - Fayetteville, Fayetteville. (June 2018).  
Internal Workshop provided to learn SAS VIYA platform

Conference Attendance, "ERP Training," Global Shop Solutions, Huntsville, TX, United States. (March 2018).  
This was a training trip for an ERP provider that recruits the students at UARK.

Conference Attendance, "Hawaii International Conference on System Sciences," University of Hawaii, Kona, HI. (January 2018).  
51st Academic conference - Presented two papers and ran a workshop

"SAP Academic Workshops," SAP, Huntsville, TX. (January 2018).  
Attending course on TS410 (TERP-10 replacement) in order to be recertified

Conference Attendance, "Americans SAP User's Group - Oklahoma Chapter," SAP, Tulsa, OK. (November 2017).

SAP Industry Group - Americas SAP User's Group

Conference Attendance, "Blockchain Hackathon," Enterprise Systems, Fayetteville, AR. (October 2017).  
Enterprise Systems sponsored event

Conference Attendance, "AMCIS 2017," AIS, Boston, MA. (August 2017).  
Americas Conference on Information Systems

Conference Attendance, "Americans SAP User's Group - Oklahoma Chapter," ASUG, Oklahoma City, OK.  
(April 2017).  
Industry group of Americas SAP User's Group

"University Partnership Program," Conoco Phillips, Bartlesville, OK. (February 2017).  
This program was sponsored by Conoco Phillips and was geared to more closely align their hiring needs  
with the goals of the University.

"SAS Enterprise Miner," National University, San Diego, CA. (January 2017).  
Workshop on Data Mining and Text Mining using SAP Enterprise Miner

Conference Attendance, "ASUG Oklahoma Chapter Meeting," America's SAP User Group, Tulsa, OK.  
(October 2016).  
Semi-annual meeting of the regional business user group for SAP

HEC Montreal Meeting on HANA development, "HANA development," Montreal, Quebec, Canada. (July  
2016).  
Data visualization connections with live simulations were expanded from SAP Lumira only to include  
Tableau, SAP Crystal Reports and Excel.

Conference Attendance, "5th ERPsim User Group Meeting," HEC Montreal, Montreal, Quebec, Canada.  
(June 2016).  
This meeting assembles university professors that are part of the SAP University Alliance to provide  
updates and pedagogical methods for using HEC Montreal's ERPsim business simulation software

Conference Attendance, "University Alliance Curriculum Conference," SAP University Alliance, San  
Diego, CA. (February 2016).  
Annual meeting of University Alliance Faculty and SAP representatives to review Curriculum offerings  
and discuss educational pedagogy.

"SAP - Winter Workshop," SAP University Alliance, Houston, TX. (January 2016).  
The course taken was on HANA Native Applications Development.

"Applied Analytics Using SAS® Enterprise Miner™," ISYS Department, Cary, NC. (July 2015).  
Preparation for Using SAS in Business Analytics course

"Data Manipulation and Analytics Using SAS® Enterprise Guide®," ISYS Department, Cary, NC. (July  
2015).  
Preparation for Using SAS in Business Analytics course

## **RESEARCH**

### **Editorial Activities**

"Journal of Systems and Information Technology", Ad Hoc Reviewer, International. (June 2018 - Present).  
Determinants of End-User Intention and Usage of Expert Systems

"Hawaii International Conference on System Sciences", Invited Manuscript Reviewer, International. (July 2018).

These were blind reviews. I did not know the authors.

"International Conference on Information Systems", Invited Manuscript Reviewer, International. (June 2018).

Authors were unknown as these were blind reviews

"Americas Conference on Information Systems", Ad Hoc Reviewer, National. (March 2018).

These were blind reviews. I do not know the authors.

"Hawaii International Conference on System Sciences", University of Hawaii, Ad Hoc Reviewer, International. (July 1, 2017 - July 31, 2017).

2 papers were reviewed for this conference

"Americas Conference on Information Systems", AIS, Ad Hoc Reviewer, International. (March 1, 2017 - March 30, 2017).

2 papers were reviewed for this conference

"International Journal of Knowledge Management", Ad Hoc Reviewer, International. (October 1, 2016 - November 1, 2016).

"Hawaii International Conference on System Sciences", Ad Hoc Reviewer. (June 1, 2016 - July 1, 2016).

"European Conference on Information Systems", Ad Hoc Reviewer, International. (February 1, 2016 - March 1, 2016).

## **Presentations Given**

Freeze, R. D., Schmidt, P., HICSS-52, "Enterprise Job Roles and Resistance to ERP Use: Actual Usage as an Antecedent to ERP Resistance," Hawaii International Conference on System Sciences - 52, Grand Waimae, Maui, HI, United States. (January 10, 2019).

Resistance to system usage continues to be a research area needed to improve the ROI of organizational investments in information technology. Prior research on technology adoption has called for more sophisticated conceptualizations of systems usage that focus on specific research contexts.

This team-based experiment used a realistic business simulation to investigate use of an integrated ERP system, focusing on IS Resistance as a barrier to use. The understanding of IS Resistance is further enhanced by the inclusion of a new factor, Task Interdependency on the ERP system and by analyzing individual's specific roles and transactions within the ERP-supported process. The roles supporting integrated business processes consisted of two upstream roles (Inventory Specialist, Purchasing Agent) and two downstream roles (Marketing Coordinator, Sales Manager). Findings show task interdependency on ERP and ERP job role assignments are significant predictors of IS resistance, over and above effects of prior IS resistance and UTAUT attitude.

## **Publications - Research Related**

*Conference Proceeding (Published)*

Freeze, R. D., Schmidt, P. "Enterprise Job Roles and Resistance to ERP Use: Actual Usage as an Antecedent to ERP Resistance". January (1st Quarter/Winter) 8, 2019. Published in HICSS-52 Proceedings.

Resistance to system usage continues to be a research area needed to improve the ROI of organizational investments in information technology.

Prior research on technology adoption has called for more sophisticated conceptualizations of systems

usage that focus on specific research contexts. This team-based experiment used a realistic business simulation to investigate use of an integrated ERP system, focusing on IS Resistance as a barrier to use. The understanding of IS Resistance is further enhanced by the inclusion of a new factor, Task Interdependency on the ERP system and by analyzing individual's specific roles and transactions within the ERP-supported process. The roles supporting integrated business processes consisted of two upstream roles (Inventory Specialist, Purchasing Agent) and two downstream roles (Marketing Coordinator, Sales Manager). Findings show task interdependency on ERP and ERP job role assignments are significant predictors of IS resistance, over and above effects of prior IS resistance and UTAUT attitude.

*Journal Article (Published)*

Freeze, R. D., Raghu, T. S., Vinze, A. "Understanding Lifestyle Decisions Based on Patient Historical Data: A Latent Growth Modeling Approach". Annals of IS special issue on Medical Informatics, Springer. issue3. January (1st Quarter/Winter) 2016. 51-71, Published in the 19th volume of the Annals of Information Systems.

*Journal Article (Revise and Resubmit)*

Freeze, R. D., Schmidt, P. "To Use or Not to Use – ERP Resistance is the Question: The Roles of Tacit Knowledge and Complexity”,”.

*Journal Article (Published)*

Schmidt, P., Sasidharan, S., Freeze, R. D. "Social Networks and Organizational Performance: Exploring the Quality of Domain Knowledge Sources". International Journal of Knowledge Management. 2013.

*Journal Article (Published)*

DeVito, R., Freeze, R. D., Pore, A. "The Value of Cases and Computer-Based Simulations as Teaching Methods for International Business Studies". Journal of International Business Research and Practice. 2013.

*Journal Article (Published)*

Barnes, W. O., DeVito, R., Freeze, R. D., Pore, A. "The Use of Simulations, Case Studies, and Real-World Cases for Successfully Teaching International Business Strategies". Journal of International Business Research and Practice. issue6. 2012.

*Journal Article (Published)*

Marjanovic, O., Freeze, R. D. "Knowledge-Intensive Business Process: Deriving a Sustainable Competitive Advantage through Business Process Management and Knowledge Management Integration". Knowledge and Process Management: The Journal of Corporate Transformation. October (4th Quarter/Autumn) 2012. 180-188.

*Journal Article (Published)*

Walker, A., Freeze, R. D. "Multiple Group Course Integration: A Case for Improving Lecture Efficiency and Course Quality". International Journal of Management Education. issue4. December 2011. 67-76.

*Journal Article (Published)*

Lane, P., Alshare, K., Freeze, R. D., Wen, J. "Incremental Experts: How much Knowledge Does a Team Need?". issue3. September 2011. 437-491.

*Journal Article (Published)*

Swanson, Z., Freeze, R. D. "Knowledge Management for the converged IASB and FASB Standards". IUP Journal of Knowledge Management. issue2. April (2nd Quarter/Spring) 2011. 56-71.

*Book Chapter (Published)*

Freeze, R. D., Hodges, J., Schuff, D., Paradics, D., Burstein, F., Sharda, R. "Knowledge Management Capability in Education" in Decision Support: An Examination of the DSS Discipline. 14 edition. Annals of Information Systems. 2010.

*Journal Article (Published)*

Freeze, R. D., Alshare, K., Lane, P., Wen, J. "IS Success Model in E-Learning Context Based on Students' Perceptions". issue2. July (3rd Quarter/Summer) 2010. 173-184.

## **Educationally Related Presentations and Workshops**

"Visualization", presented at Americas Conference on Information Systems, International, Sponsored by SIGED, Invited. (August 9, 2017).

This workshop provided hands-on experience to participants in two popular visualization tools (SAS VA and Tableau) while incorporating discussions and presentations on techniques for incorporating analytics into your curriculum.

## **SERVICE**

### **Consulting**

Academic, ISYS Department, University of, AR. (July 2015 - Present).

Project consists of the development of a survey in order to assess the success of applicants in the Business Analytics Certificate program.

### **University Service**

#### **College/School**

Committee Member, Clinical Promotion Advisory Committee. (August 2016 - Present).

This committee is charged with reviewing the packages of the clinical faculty and making recommendations on that promotion to the College promotion committee. The committee is also charged with helping to review and define the roles of Clinical faculty in the faculty handbook.

Alternate, Peer Review Committee. (January 2015 - Present).

Tasked with performance review for the regular committee members.

Committee Member, MBA Appeals Committee. (June 2018 - July 2018).

Review of student dismissal appeals

#### **Department**

Committee Member, Graduate Committee. (August 2017 - Present).

Committee Member, MIS Program Committee. (August 2017 - Present).

Review of MIS admission recommendations and appeal reviews

Committee Member, Research Committee. (August 2017 - Present).

Attendee, Meeting, Information Technology Research Institute. (September 2015 - Present).

Organizer, BA Minor. (October 2018).

BA Breakfast Social - Bringing Students and BA Industry professionals together for a networking event

Organizer, ERP Minor. (October 2018).  
ERP Breakfast Social - Bringing Students and ERP Industry professionals together for a networking event

Committee Member, Undergraduate Curriculum Committee. (September 2016 - August 2017).  
Review of Undergraduate Curriculum for consistency and building of content for maximum student benefit.

### **University**

Member of Professional Organization, Non-Tenure Track Committee. (October 2017 - Present).  
This committee is reviewing and recommending changes to the University policies regarding all positions that are considered non-tenure track in the university.

### **Professional Service**

Track Organizer, AMCIS 2019 - Sports Analytics, Cancun. (February 2019 - August 2019).  
Resistance to system usage continues to be a research area needed to improve the ROI of organizational investments in information technology. Prior research on technology adoption has called for more sophisticated conceptualizations of systems usage that focus on specific research contexts. This team-based experiment used a realistic business simulation to investigate use of an integrated ERP system, focusing on IS Resistance as a barrier to use. The understanding of IS Resistance is further enhanced by the inclusion of a new factor, Task Interdependency on the ERP system and by analyzing individual's specific roles and transactions within the ERP-supported process. The roles supporting integrated business processes consisted of two upstream roles (Inventory Specialist, Purchasing Agent) and two downstream roles (Marketing Coordinator, Sales Manager). Findings show task interdependency on ERP and ERP job role assignments are significant predictors of IS resistance, over and above effects of prior IS resistance and UTAUT attitude.

Track Organizer, Hawaii International Conference on System Sciences - 52 - AI, Machine Learning, IOT & Analytics: Exploring the Implications for Knowledge Management and Innovation, Maui, HI. (February 2018 - January 2019).

Solicitation of articles, Review coordination of submitted articles, Acceptance determination recommendation, Coordination of final presentations

Track Organizer, Hawaii International Conference on System Sciences - 52 - Enterprise System Integration: Issues and Answers ICSS, Maui, HI. (February 2018 - January 2019).

Solicitation of articles, Review coordination of submitted articles, Acceptance determination recommendation, Coordination of final presentations

Workshop Organizer, HICSS-52 - Hands-On Exploration of Business Analytics Curricula Resources, Maui, HI. (February 2018 - January 2019).

Workshop Organizer, AMCIS 2018 - SIGED Workshop: Analytics and Visualization with SAS & Tableau, Boston, MA. (June 2018 - August 2018).

Techniques, Tools and Course preparation using SAS and Tableau in the classroom

Workshop Organizer, American Accounting Association - Intensive Data and Analytics Summer Workshop, Orlando, FL. (May 2018 - June 2018).

Presentation of Teradata and Analytics Resources for the Accounting profession.

Workshop Organizer, BlockChain Conference - Business Analytics: Empowering the Citizen Data Scientist, Fayetteville, AR. (April 2018).

Track Organizer, HICSS-51 - Analytics in Support of Continuous Knowledge Creation, Maui, HI. (February 2017 - January 2018).

examines the role of the data scientist and skill sets necessary for working with organizations to use data strategically.

Conference Reviewer, European Conference on Information Systems (ECIS). (January 2016 - February 2016).

Paper review for acceptance to the 2016 ECIS conference

## **Sebastian J. Garcia-Dastuge**

University of Arkansas  
Supply Chain Management  
WCOB 353

Qualifications: Practice Academic  
Sufficiency: Participating  
Email: sgarciad@uark.edu

### **Brief Biography**

Sebastián J. García-Dastugue teaches in the Department of Supply Chain Management of Walton College of Business at the University of Arkansas. His main area of research is how technology innovations impact supply chain management. His interest in innovation is twofold: examining how technology innovations disrupt supply chains, and also how supply chain professionals can assess and communicate these disruptions. Sebastián also works in B2B relationship management and supply chain strategy. He has taught for-credit and executive courses in Australasia, Europe, and North and South America. Dr. García-Dastugue has been the Dean of the School of Management at Universidad de San Andrés in Buenos Aires, Argentina. His research has been published in Industrial Marketing Management, Journal of Business Logistics, Journal of Supply Chain Management and The International Journal of Logistics Management, and as chapters of books. Dr. García-Dastugue has been honored to receive the Jack and Mary Lambert PhD Scholarship Award (2001); the Pace Setters Award, Fisher College of Business, The Ohio State University (2002); the Third SCMRC University of Arkansas Dissertation Proposal Award (2002); and, the Sheldon B. Ackerman Award to the Outstanding Paper (2003). Sebastián has several years of professional experience in information technology, publishing, and logistics prior to starting his career as a professor. He holds a BS in Information Management Systems from Universidad CAECE, an MBA from Universidad Austral's IAE Business Management School (all these in Buenos Aires, Argentina), and a Ph.D. from The Ohio State University, Columbus, Ohio, USA.

### **Education**

PhD, Fisher College of Business, The Ohio State University, 2003.  
Emphasis/major: Business Administration

MA, Fisher College of Business, The Ohio State University, 2002.  
Emphasis/major: Business Administration

MBA, Instituto de Altos Estudios, Universidad Austral, 1996.  
Emphasis/major: Business Administration

BA, Universidad CAECE, 1992.  
Emphasis/major: Management of Information Systems

## **WORK EXPERIENCE**

### **Professional Positions**

#### **Academic - Post-Secondary**

Academic - Post-Secondary, Visiting Clinical Assistant Professor, Sam M. Walton College of Business. (August 2015 - Present).

Academic - Post-Secondary, Professor, Hult International Business School. (2014 - Present).

Academic - Post-Secondary, Associate Professor, Universidad de San Andrés. (2008 - 2013).

Academic - Post-Secondary, Research Fellow, The Ohio State University, Fisher College of Business.  
(2003 - 2010).

## Teaching Experience

### University of Arkansas

SCMT 3643 - INTL LOGISTICS, 26 terms.  
SCMT 3653 - RETAIL SUPPLY CHAIN, 3 terms.  
SCMT 4653 - SUPPLY CHAIN STRATEGY, 5 terms.  
WCOB 4993H - HONORS THESIS, 3 terms.

## Professional Development

"Winter Teaching Symposium," University of Arkansas, Teaching and Faculty Support Center, Fayetteville, AR. (January 2018).

The Winter Teaching Symposium is a half-day teaching symposium after the break between the Fall and Spring semesters, and is considered by many faculty to be the official beginning of the Spring semester. Beginning with breakfast and remarks by campus administrators, a topical program is offered and followed by a variety of faculty-lead breakout sessions. Winter Teaching Symposium concludes with lunch, after which many faculty feel ready for the semester to begin. The topic for the Winter Symposium is announced with the invitation is sent to all faculty.

Conference Attendance, "Council of Supply Chain Management Professionals. Educators Conference," Atlanta, GA. (September 2017).

## RESEARCH

### Editorial Activities

"Journal of Business Logistics", Ad Hoc Reviewer, International. (January 15, 2018 - Present).

"The International Journal of Logistics Management", Editorial Board Member. (January 1, 2004 - Present).

[http://www.emeraldgroupublishing.com/products/journals/editorial\\_team.htm?id=ijlm](http://www.emeraldgroupublishing.com/products/journals/editorial_team.htm?id=ijlm)

"Journal of Business Research", Ad Hoc Reviewer. (October 1, 2017 - October 15, 2017).

"Journal of Business Logistics", Ad Hoc Reviewer, International. (March 1, 2017 - March 30, 2017).

"Journal of Business Logistics", Ad Hoc Reviewer. (November 1, 2016 - November 30, 2016).

"Journal of Business Logistics", Ad Hoc Reviewer, International. (September 1, 2016 - September 30, 2016).

### Publications - Teaching Related

#### *Instructional Material (Accepted)*

Garcia-Dastuge, S. J. [INCOTERMs Negotiation Game:Tommaso-Southwest Sports Machines](#). Council of Supply Chain Management Professionals. This is a teaching case written to show students the intricacies of INCOTERM, how they are related to total logistics costs and how they are related to risk and exposure.

This case is a negotiation game between a car manufacturer (seller) based in Italy and an intermediary (buyer) based in the US. Buyer and seller have to agree on the final price of a high-end car. To make the negotiation to happen, there are two narratives, one for the buyer and one for the seller. Half the class receives the buyer side and the other half receives the seller side. The base price has been

negotiated, the INCOTERM to be used has not. The negotiation for the INCOTERM to use brings buyer and seller to negotiate who pays for what and who bears the responsibility associated with the international business transaction. Participants need to identify the cost implications for each INCOTERM in preparation for the negotiation. This game was designed to make a topic which students tend to memorize the material for the exam, into an interactive (and potentially fun) learning experience.

## **Publications - Research Related**

### *Journal Article (Rejected)*

Garcia-Dastuge, S. J., Rousseau, H. "Supply Chain Awareness Effectiveness of Non-for-profit Organizations".

There has been little investigation as to how supply chain management (SCM) relates to the effectiveness of non-governmental organizations (NGOs). In this study, we develop the concept of supply chain awareness (SCA), an attention-based view of SCM. SCA represents the degree to which organizational decision makers focus on the critical dimensions of SCM: value creation, internal and external relationships, execution, and performance. We test the impact of high SCA in the context of NGOs for the sustainable community development, which provides a unique research setting as their activities, unlike those of manufacturers or retailers, do not lead them necessarily to be supply-chain-aware. We expect SCA to be related to two critical activities to NGO effectiveness: a) resource acquisition, and b) resource allocation. Relying on the analysis of textual information from 397 US-based NGOs and using a robust matching method to establish more reliable comparisons, we find that high SCA is related to higher levels of program revenue and volunteer support, as well as a higher level of spending on programs and services. We also find that SCA correlates with lower spending on non-program activities such as fundraising. With this study, we contribute by developing and empirically testing SCA, and by extending SCM research to the realm of NGOs. We also discuss broader theoretical implications for the attention-based view of SCM and managerial implications for nonprofit effectiveness in achieving sustainability goals. Finally, we examine ways in which SCA could inform policy-makers.

### *Journal Article (Paper Under Review)*

Garcia-Dastuge, S. J., Adam, B., Mayfield, B. "Decentralized Blockchain-based Ecosystem for Food Traceability: deployment, governance and value proposition".

Food traceability is an unsolved challenge with dramatic implication to health. Blockchain technology (BT) has been identified as a possible solution to the problem of adopting whole-supply-chain food traceability. However, BT is not an isolated piece of software – it enables the deployment of an ecosystem in which members interact without a central authority intermediating these interactions. To understand this technology, one must understand this decentralization of trust and how its multiple actors interact. We adopt a transdisciplinary approach to develop a mid-range theory to relate food traceability and BT. We organize factors affecting adoption in barriers and drivers, and source of value for adoption. Also, we describe the components of Decentralized Blockchain-based Ecosystems, and develop seven propositions to relate both food traceability and BT. We found that the heavily advertised benefits to promote adoption of blockchain-based solution depend on the degree of decentralization of the ecosystem (disintermediation of trusted institutions), which depends on the deployment of the technology. We conclude that a key to fostering adoption of food traceability is not simply the use of BT but understanding how the ecosystem is configured, how governance is designed and what is the value proposition to each adopter.

### *Journal Article (Published)*

Garcia-Dastuge, S. J., Eroglu, C., Pagell, M. "Operating Performance Effects of Service Quality and Environmental Sustainability Capabilities in Logistics". September 9, 2018.

Resource allocation decisions in the areas of service quality, sustainability and safety can be challenging because it is difficult to assess potential financial returns of such investments ex ante. This paper investigates the effects of service quality, sustainability, and safety specifically in the context of logistics. Using the resource-based view of the firm as the theoretical framework, we examine future operating performance of firms that have won service quality, sustainability, and safety awards in logistics between 2004 and 2013. Our results reveal that service quality and safety capabilities are

associated with improved operating performance during the three-year post-award period. While the performance benefits of sustainability awards are significant, the documented effect is less persistent than those of service quality and safety awards. This finding is at odds with related previous research documenting that investors react more positively to the announcement of sustainability awards than those of service quality and safety awards. Hence, there seems to be a hype surrounding firms' sustainability initiatives. Our results also indicate that positive operating performance implications of service quality, sustainability, and safety awards are not contingent on the industry competitive intensity or innovative intensity. Finally, our analysis shows that sustainability relates to better future operating performance by enhancing sales growth, safety improves does it by improving cost efficiency, and service quality positively affects both sales growth and cost efficiency. Implications for research and practice are discussed.

*Journal Article (Published)*

Ta, H., Esper, T. L., Ford, K., Garcia-Dastuge, S. J., Pagell, M. "Trustworthiness Change and Relationship Continuity after Contract Breach in the Finance Industry". issue4. June 22, 2018. 42-61.

Literature has established that trustworthiness, which refers to a combination of benevolence, credibility, and integrity, is vital to interfirm supply chain relationships. Because relationships are inherently dynamic and change over time, critical relational factors such as trustworthiness are also likely to change as relationships endure. Changes in trustworthiness are particularly relevant when interfirm relationships are impacted by negative shocks such as contract breaches. Trustworthiness change (TC) is likely to serve as a key determinant in the non-breaching party's decision to continue on in a relationship, particularly since TC serves as a potentially robust signal of future relationship stability and trust. This study builds on the interplay between the relationship life cycle and contract breach literatures to examine this issue, by exploring the effect of TC on post-breach relationships in the financial loan industry. Using archival data from multiple data sources, we find evidence that TC significantly influences the likelihood of relationship continuity in the aftermath of contract breaches, and that the effect is not linear. In addition, the effect is stronger for breaches that occur earlier in the duration an interfirm relationship, and when the breach is less severe. These, and other, findings offer several important implications for both supply chain relationship theory and practice, which are discussed in the paper.

*Book Chapter (Published)*

Garcia-Dastuge, S. J., Lambert, D. M. Supply Chain Management: Processes, Partnerships, Performance. Supply Chain Management Institute. issue2014. 2014.

## **Educationally Related Presentations and Workshops**

"Evaluando los Impactos de una Innovación en Supply Chain Management", presented at Seminario Internacional Chile en Código, International, Sponsored by GS1 Chile, Invited. (August 17, 2017).

La innovación tecnológica se acelera como consecuencia del crecimiento exponencial de la capacidad de computación. Las tendencias sociales influyen a los consumidores. Social media provee reacciones inmediatas de clientes. Nuevas regulaciones redibujan caminos y crean nuevas oportunidades. Independientemente de si la innovación es generada por el mercado, o empujada por la tecnología o por regulaciones, los managers deben tener la capacidad de evaluar el grado de preparación y, de ser necesario, reconfigurar o adaptar sus cadenas de suministros al nuevo entorno. A medida que las cadenas de suministros son más complejas y se enfrentan a nuevas exigencias, es necesario tener los instrumentos para poder desarrollar y comunicar la visión integrada de los impactos de la innovación para toda la cadena, empezando con la experiencia del usuario final.

En esta sesión, se presentará el Supply Chain Innovation Canvas© para evaluar los impactos de una innovación, tecnológica, de procesos o de modelo de negocios, en la cadena de suministro. El SC Innovation Canvas es un instrumento que guía el esfuerzo de evaluar las implicancias de una innovación en la supply chain, y facilita

la comunicación con managers de otras áreas de la empresa y con la Alta Dirección.

Link: <http://impresa.elmercurio.com/Pages/NewsDetail.aspx?PaginaId=13&bodyid=2&dt=2017-ago-27>

"Innovation & Supply Chain Management", presented at SCTech2017, International, Sponsored by ISCEA, Invited. (June 29, 2017).

La innovación tecnológica se acelera como consecuencia del crecimiento exponencial de la capacidad de computación. Las tendencias sociales influyen a los consumidores. Social media provee reacciones inmediatas de clientes. Nuevas regulaciones redibujan caminos y crean nuevas oportunidades. Independientemente de si la innovación es generada por el mercado, o empujada por la tecnología o por regulaciones, los managers deben tener la capacidad de evaluar el grado de preparación y, de ser necesario, reconfigurar o adaptar sus cadenas de suministros al nuevo entorno. A medida que las cadenas de suministros son más complejas y se enfrentan a nuevas exigencias, es necesario tener instrumentos para poder desarrollar y comunicar la visión integrada de los impactos de innovaciones para toda la cadena, empezando con la experiencia del usuario.

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"Evaluando los Impactos de una Innovación en Supply Chain Management", presented at GS1 Costa Rica. Business in Motion, International, Sponsored by GS1 Costa Rica, Invited. (March 8, 2017).

Estamos en una época de grandes cambios para los negocios \*Avances tecnológicos permiten nuevos productos y servicios \*Nueva tecnología habilitan innovaciones de procesos de manufactura y logísticos \*Las tendencias sociales influyen los deseos de los consumidores \*Regulaciones y cambios socio políticos cambian el mapa competitivo de una región o una industria e imponen adaptaciones en la Cadena de Suministro \*Social media provee "feedback" inmediato. Independientemente de si la innovación es generada por el mercado o empujada por la tecnología, para los managers debe de ser necesario reconfigurar o adaptar sus cadenas de suministros al nuevo entorno. A medida que las cadenas de suministros son más complejas y se enfrentan a nuevas exigencias, es necesario tener los instrumentos para poder evaluar y comunicar la visión integrada de los impactos de la innovación para toda la cadena, empezando con la experiencia del usuario final.

## SERVICE

### Consulting

For Profit Organization, SupplyPike, Fayetteville, AR. (December 2017 - Present).

We are using a framework in which I am developing to guide the discussions necessary to articulate the value proposition for the different customers of the different products under development.

For Profit Organization, Transplace, Rogers, AR. (October 2017 - Present).

We are using a framework which I developed to guide management assess and communicate the impacts of improvement opportunities on the operations of customers.

Additionally, we are exploring how to interact with a group of young professionals (internally called Think Tank) which are looking to the future of their business.

For Profit Organization, Grupo ABSA (ABSAnet). (2015 - 2017).

Grupo ABSA is an insurance broker who provides back office service to other insurance broker. In 2015, the management team finishing the development of an information hub (application software) to integrate insurance brokers and insurance companies. This service is called ABSAnet and has the potential to restructure the dynamics a substantial part

of the supply chain. The consulting activity is to coach the management team in the development of the business model including the development of the value proposition for each customer segment, design the organizational structure and operational processes to sustain the business.

Government, Gobierno de la Ciudad de Buenos Aires, Dirección General de Gestión de Calidad. (January 2014 - December 2014).

The Dirección General de Gestión de Calidad is responsible for Quality Assurance of the services the City of Buenos Aires provides to citizens. This project was made of a series of initiatives for the many offices or services. In brief, all of the initiatives were having performed an initial statistical analysis of the Citizen Satisfaction Surveys, develop conclusions and recommendations for future improvement initiatives. The result of these initiatives was a presentation to the team that represented the “Chief Operating Officer” that reported directly to the City Mayor. Additionally, we redesigned the customer satisfaction survey for all government offices.

For Profit Organization, Familia Paonesa, RackLatina. (2013 - 2014).

RackLatina is a family-owned business. The consulting project was to assess the status of the family dynamics and the business dynamics for the purpose of succession. The Paonesa family owns five businesses, RackLatina and Electrónica San Martín being the largest and most visible ones. The family-owned business are going through a generation change, from the 2nd to the 3rd; there are a number of conflicts that arise for a number of reasons, the two most important one is that the family is growing at a faster pace than the business, and that there is competition among the members of the thirds generation to manage the largest and most appealing business. The consulting project was to assess the family and the business challenges they face. The business challenges include the lack of formalization of roles and responsibilities, the lack of setting salaries based on market value, and the lack of predictability of the future direction of the business. The family challenges include lack of corporate governance mechanisms, cousin competition, and unclear expectations of individuals for the businesses and the families.

## **University Service**

### **Department**

Project Leader. (September 2015 - December 2016).

I was invited to participate in the continuing development of the relationship with FedEx services.

Given that the first course, Foundations of SCM, was important to both sides of the relationship, FedEx and Walton College, my assumption is that the significance is at least medium.

### **University**

Mentor, Social Innovation Challenge. (February 2018 - Present).

My role is that of a coach to two teams that are participating in the Social Innovation Challenge lead by Rogelio García-Contreras as part of the activities of the Brewer Family Entrepreneurship Hub

## **Professional Service**

Secretary, CSCMP. Ozarks Roundtable. (October 2017 - Present).

SECRETARY

ROLE & RESPONSIBILITIES

Overview:

The Secretary serves as the clearinghouse for all communication/technology tools between the Roundtable Board, the local membership and the Roundtable Service Center. This Officer position is responsible for seeing that information is communicated efficiently and effectively within the roundtable via email, e-marketing tools, the local website and CSCMP’s website; to include local board meetings, programs and tours. The Secretary also records and maintains Roundtable

records, as well as submits minutes from each Board meeting and activity reports to the Roundtable Service Center. They are also relied on as a source of ideas, methods, and local promotions which will increase participation in roundtable events.

Link:

[http://staging.cscmp.org/sites/default/files/user\\_uploads/roundtables/downloads/roundtable\\_role\\_responsibilities\\_secretary\\_062014.pdf](http://staging.cscmp.org/sites/default/files/user_uploads/roundtables/downloads/roundtable_role_responsibilities_secretary_062014.pdf)

ISCEA International Standards Board. Board Member, ISCEA. (September 2017 - Present).  
The IISB evaluates and manages the essential Supply Chain Body of Knowledge to be used by all ISCEA Certifications.

## **Public Service**

Activity to Bridge Campus and Community, Arkansas High Schools. (October 2016 - 2017).  
We are contributing to the development of a high-school SCM curriculum

## **Varun Grover**

University of Arkansas  
Information Systems

Qualifications: Scholarly Academic

Sufficiency: Participating

Email: vgrover@uark.edu

### **Brief Biography**

Varun Grover is the David D. Glass Endowed Chair and Distinguished Professor of Information Systems. Prior to this he was the William S. Lee (Duke Energy) Distinguished Professor at Clemson University. He has published extensively in the information systems field, with over 250 publications in major refereed journals. Over ten recent articles have ranked him among the top five researchers based on number of publications in the top Information Systems journals, as well as citation impact. Dr. Grover has an h-index of 85 and over 33,000 citations in Google Scholar. Thompson Reuters recognized him as a Highly Cited research in 2013. He is Senior Editor for MISQ Executive, Section Editor of JAIS, and Senior Editor (Emeritus) for MIS Quarterly, the Journal of the AIS and Database. He is currently examining the impacts of digitalization on individuals and organizations. He is recipient of numerous awards from USC, Clemson, AIS, DSI, Anbar, PriceWaterhouse, etc. for his research and teaching. He is a Fellow of the Association for Information Systems.

### **Education**

PhD, University of Pittsburgh, 1990.  
Emphasis/major: MIS

MBA, Southern Illinois University, 1985.

BSE, Indian Institute of Technology, 1982.  
Emphasis/major: Electrical Engineering

## **WORK EXPERIENCE**

### **Professional Positions**

#### **Academic - Post-Secondary**

Academic - Post-Secondary, Distinguished Professor, University of Arkansas. (May 15, 2017 - Present).

Academic - Post-Secondary, Chaired Full Professor, Clemson University. (2002 - 2017).

### **Teaching Experience**

#### **University of Arkansas**

ISYS 2103 - BUSINESS INFORMATION SYSTEMS, 1 term.

ISYS 5433 - ENTERPRISE SYSTEMS, 1 term.

ISYS 6133 - SURVEY OF IS RESEARCH, 1 term.

ISYS 636V - SPECIAL PROBLEMS, 2 terms.

ISYS 700V - DOCTORAL DISSERTATION, 6 terms.

### **Professional Development**

Conference Attendance, "ICIS," San Francisco, United States. (December 2018 - Present).

Conference Attendance, "AMCIS," New Orleans, United States. (August 2018 - Present).

Conference Attendance, "CIO Workshop on AI," SMR, Boston, United States. (2018 - Present).

Conference Attendance, "Northwest Arkansas Technology Summit," Rogers, AR, United States. (2018 - Present).

Teaching/Learning Workshop, "Blockchain Workshop," Fayetteville, AR, United States. (2018 - Present).

Seminar, "Miscl." (2017 - Present).

Attended a number on on-line and off-line seminars on evolving technologies and research topics.

## **Teaching Honors and Awards**

Excellence in Graduate Teaching Award, Teaching, (2017).

As of August 2017 when I left Clemson University, I was a 6 time recipient of the Board of Trustees Award for Faculty Excellence and 2 time recipient of the Excellence in Graduate Teaching Award from the University.

Excellence in Graduate Teaching Award, Clemson University, Teaching, (2013).

## **RESEARCH**

### **Editorial Activities**

"Journal of Intellectual Capital", Strategic Advisory Board, Strategic Advisory Board. (2018 - Present).

"Journal of the Association for Information Systems", Editor, General, International. (2015 - Present).  
I am the Editor of "Interdisciplinary and Path Breaking Research" in the Journal of the Association for Information systems (JAIS), the flagship research journal of AIS. As part of this responsibility I have complete management and decisions for all submissions ranging from 20-30/year, involving a major commitment of time (particularly given that there is no AE in the structure).

"Encyclopedia of E-Commerce Development, Implementation, and Management", Editorial Advisory Board, International. (2014 - Present).

"journal of Operation Management", Advisory Board, International. (2012 - Present).

"MIS Quarterly Executive", Editor, General, International. (2012 - Present).

I am responsible for all manuscripts that come to me - from screening, management of the review process, revisions and final decision. There is no AE in the structure.

"Information Systems Journal", Advisory Board of Editors, International. (2010 - Present).

"Journal of Strategic Information Systems", Honorary Board Member, Editorial Board Member. (2007 - Present).

"International Journal of Information Systems and Management", Advisory Board. (2006 - Present).

"Advances in Management Information Systems, Research Monograph series, ME Sharpe", Advisory Board, International. (2005 - Present).

"John Wiley: Internet Encyclopedia", Editorial Board Member, International. (2003 - Present).

"International Journal of Business Information Systems", Editorial Board Member. (2002 - Present).

"International Journal of Electronic Commerce", Associate Editor, International. (2002 - Present).  
The AE Role is to provide recommendations to the EIC on manuscripts.

"Journal of Information Technology Cases and Applications", Advisory Editor, International. (2002 - Present).

I serve as Advisory Editor to this journal.

"International Journal of e-Collaboration", Editorial Board Member, International. (1998 - Present).

"Business Process Management Journal", Advisory Board of Editors, International. (1996 - Present).

"Journal of Management Information Systems (JMIS)", Associate Editor, International. (1995 - Present).  
The AE role in JMIS is to provide reviews and resolve conflicting reviews and make a recommendation to the EIC.

"MIS Quarterly", Editor, General, International. (2017).

After serving as Senior Editor, I am invited to serve as a Guest Senior Editor for publications. This requires complete responsibility for a paper. I accepted 1 invitation in 2017.

"Various", Ad Hoc Reviewer. (2017).

Served as ad-hoc reviewer for papers in MISQ, ISR, JMIS, DS, among others.

"MIS Quarterly Executive", Editor, General. (2011).

## **Presentations Given**

Grover, V., SIG-PHIL Workshop at ICIS, "Keynote: Indigenous Theory: Caveats of Moving to the Edges," International Conference for Information systems, San Francisco, San Francisco, United States. (December 2018).

Grover, V., International Conference for Information Systems (ICIS), "Will Artificial Intelligence Automate Theory Building? Are there Lessons for Academia from Practice," ICIS, San Francisco. (December 2018).

Grover, V., Distinguished Speaker, "Publishing in the Digital Age," William & Mary, College of William & Mary, Williamsburg, VA, United States. (2018).

Grover, V., Sabherwal, R., ISYS Colloquium Session, "Colloquium Panel: Navigating the academic world: How to leverage opportunities and thwart challenges," ISYS, 207 in ISYS Department. (September 2018).

Invited to advise PhD students on Opportunities/Challenges and respond to their questions

Grover, V., Department of Management, Indian Institute of Technology, New Delhi, India. (July 2018).  
Provided feedback on faculty scholar's ongoing research projects

Grover, V., Distinguished Speaker, "The Information Systems Research Enterprise and Its Treatment of Theory," Kuwait University, Dept. of Information systems, Kuwait City, Kuwait. (July 2018).

Grover, V., Distinguished Speaker, "The IS Playground: Moving to the Edges," College of Business, Kuwait University, Kuwait City, Kuwait. (July 2018).

Grover, V., Distinguished Speaker, "Data Driven vs. Theory Driven Research," National Central University, Taoyuan City, Taiwan. (June 2018).

Grover, V., Distinguished Speaker, "Theoretical Caveats in IS Research," National Sun Yat-Sen University, Kaohsiung City, Taiwan. (June 2018).

- Grover, V. (Moderator), Indian Institute of Technology, "Conducting High Quality IS Research," New Delhi, India. (2017).
- Grover, V. (Panelist), International Conference on Information Systems, "Digital "x" – A New Tune for IS research or Old Wine in New Bottles". (2017).
- Grover, V., University of Georgia, "Enabling Scripted Research in IS," Athens, GA. (2017).  
Invited presentation (was rescheduled for later date)
- Grover, V. (Moderator), Doctoral Consortium, "Panel on Publish and Flourish," International Conference on Information Systems (ICIS). (2017).  
Organized and moderated panel on research as co-chair of the ICIS doctoral consortium.
- Grover, V. (Presenter Only), University of Delaware, "Playing on the Edges: The Information Systems Research Enterprise," Newark, DE. (2017).
- Grover, V. (Presenter Only), Management Development Institute, "Publishing in the Digital Age," Gurgaon, India. (2017).
- Grover, V., National and International Conferences, "See Proceedings," see Proceedings. Presentations not individually listed. (2017).

## **Publications - Teaching Related**

### *Monograph (Published)*

- Grover, V. Should You Negotiate the Job Offer? Guidelines for a PhD Student. Decision Line. 2017.

## **Publications - Research Related**

### *Conference Proceeding (Published)*

- Grover, V., Tremblay, M., Kohli, R., Abbasai, A., Rapoport, R., Hevner, A. "PANEL: Will Artificial Intelligence Automate Theory Building? Are there Lessons for Academia from Practice". International Conference on Information Systems (ICIS). 2018.

### *Journal Article (Revise and Resubmit)*

- Grover, V., Sedera, D., Lokuge, S. "Development of a Construct for Digital Hoarding for Future IS Research".

### *Journal Article (Accepted)*

- Grover, V. "Diversify Performance Metrics in Research: Thinking Within and Outside the Journal". AIS.

### *Journal Article (Paper Under Review)*

- Grover, V., Lyytenin, K. "Information System Theory in the Pervasive Age of Digital: The Merits and Barriers of Searching for Indigenous Theory".

### *Journal Article (Paper Under Review)*

- Carter, M., Grover, V., Petter, S., Thatcher, J. "IT Identity: A Measure and Empirical Investigation of its Utility to IS Research". AIS.

### *Journal Article (Paper Under Review)*

- Grover, V., Bandonkar, N. "IT Matters: Appointing C-level Information Technology Experts to the Board of Directors to Create Signaling and Substantive Value".

### *Journal Article (Revise and Resubmit)*

- Dinger, M., Grover, V., Tripp, J., Thatcher, J. "IT Role Embeddedness: A Conceptual and Operational Definition".

*Journal Article (Paper Under Review)*

Noume, F. L.S., Grover, V. "Leveraging Mobile Platform Innovations: The Role of Entry Timing".

*Journal Article (Accepted)*

Grover, V., Sedera, D., Lokuge, S. "Organizational Readiness for Digital Innovation: Development and Empirical Calibration of a Construct".

*Journal Article (Published)*

Grover, V., Chiang, R., Liang, T.P. "Special Issue: Value of Big Data and Analytics" (Introductory Article)". 2018.

*Journal Article (Revise and Resubmit)*

Tseng, A., Lu, S., Grover, V., Weathers, D. "The Effect of Herd Behavior on Voting Participation and Review Helpfulness: An Attention and Diagnosticity Perspective".

*Journal Article (Revise and Resubmit)*

Grover, V., Niederman, F. "The Quest for Innovation in IS Research: Recognizing, Stimulating, and Promoting Novel and Useful Knowledge".

*Journal Article (Paper Under Review)*

Nikkah, H., Grover, V., Sabherwal, R. "Why Do Users Continue to Use Mobile Cloud Computing Applications? A Security-Privacy Investigation".

*Journal Article (Paper Under Review)*

Tams, S., Ahuja, M., Grover, V., Thatcher, J. "Worker Stress in the Age of Mobility: The Combined Effects of Interruption Overload and Worker Control".

*Conference Proceeding (Published)*

Grover, V., Gupta, A., Lyttinen, K., Woerner, S. "Digital "x" – A New Tune for IS research or Old Wine in New Bottles". Proceedings of the International Conference for Information Systems (ICIS), Seoul, S. Korea. 2018.

*Journal Article (Published)*

Grover, V., Kohli, R. "Being Mindful in Digital Initiatives". 2018.

*Journal Article (Accepted)*

Grover, V., Carter, M., Jiang, D. "Fostering Virtuous Adaptation to Trends in Information Systems Research: A Riposte". Journal of Information Technology.

*Journal Article (Published)*

Sadera, D., Lokuge, D., Grover, V., Sarkar, S. "Innovating with Enterprise Systems and Digital Platforms: A Contingent Resource-Based View". 2018.

*Journal Article (Accepted)*

Raman, R., Grover, V. "Studying the Multi-Level Impact of Cohesion Vs. Structural Holes in Knowledge Networks on Adaptation to IT-enabled Patientcare Practices". Information Systems Journal.

*Journal Article (Accepted)*

Craig, K., Grover, V., Thatcher, J. "The IT Identity Threat: A Conceptual Definition and Operational Measure".

*Journal Article (Accepted)*

Grover, V., Carter, M., Jiang, D. "Trends in the Conduct of Information Systems Research". Journal of Information Technology.

*Journal Article (Published)*

Tams, S., Grover, V., Thatcher, J. "Concentration, Competence, Confidence, and Capture: An Experimental Study of Age, Interruption-based Technostress, and Task Performance". September 2018.

*Journal Article (Published)*

Grover, V., Dutchak, I., Tseng, A. "Winning Awards or Winning Citations: A Retrospective Look at the Consistency between Evaluative Metrics". Association of Information Systems, Atlanta, GA. issue20. June 2018. 526-547.

*Journal Article (Published)*

Grover, V., Chiang, R., Zhang, D., Liang, T. P. "Creating Strategic Business Value from Big Data Analytics: A Research Framework,". June 2018.

*Journal Article (Published)*

Gerow, J., Grover, V., Thatcher, J. "Can Political Skill Enhance Business and IT Knowledge". April (2nd Quarter/Spring) 2018.

*Book Chapter (Accepted)*

Dinger, M., Grover, V. Revisiting Web 2.0: Deriving Value from Core Internet Technologies. Encyclopedia of Information Science and Technology, IGI Global. 2017.

*Conference Proceeding (Published)*

Raman, R., Grover, V., Roberts, N. "Making IT-enabled Organizational Work Practices Work through Knowledge Sharing Mechanisms". 8th Conference on Health IT and Analytics (CHITA), Washington, D.C. 2017.

*Conference Proceeding (Published)*

London, J., Matthews, K., Grover, V. "On Meaning and Measurement: A Review of Content Validity in IS". Proceedings of the Americas Conference on Information Systems (AMCIS), Boston, MA. 2017.

*Conference Proceeding (Published)*

Tseng, S., Lu, S., Grover, V., Weathers, D. "The Effect of Herding Behavior on Online Review Voting Participation". Proceedings of the Americas Conference on Information Systems (AMCIS), Boston, MA. 2017.

*Conference Proceeding (Published)*

Tams, S., Thatcher, J., Grover, V., Ahuja, M. "When Modern Technologies Meet Ageing Workforces: Demonstrating for the Context of Mobility that Older Workers are more affected by Demands from Interruptions than their Younger Counterparts". Proceedings of the 50th Hawaii International Conference on System Sciences, Waikoloa, HI. 2017.

*Journal Article (Revise and Resubmit)*

Sharma, P. N., Daniel, S., Chung, R., Grover, V. "A Motivation-Hygiene Model of Open Source Software Code Contribution and Growth over Time: Understanding the Role of Developer Fit and Payment".

*Journal Article (Revise and Resubmit)*

Burleson, J., Grover, V., Thatcher, J., Sun, H. "A Representation Theory Perspective on the Repurposing of Personal Technologies for Work-related Tasks".

*Journal Article (Revise and Resubmit)*

Sun, H., London, J., Grover, V., Jiang, D. "Fashionable Technology, Fashion Waves and User Experience".

*Journal Article (Revise and Resubmit)*

Grover, V., Wang, E., Cheuh, L. "IOS Drivers of Manufacturer-Supplier Flexibility and Manufacturer Agility".

*Journal Article (Revise and Resubmit)*

Carter, M., Grover, V., Petter, S., Thatcher, J. "IT Identity: A Key Determinant of Feature Use and Exploratory Behaviors".

*Journal Article (Paper Under Review)*

Raman, R., Grover, V., Roberts, N. "Making IT-enabled Organizational Routines Work through Knowledge Sharing Mechanisms".

*Journal Article (Published)*

Lyytinen, K., Grover, V. "Management Misinformation Systems: A Time to Revisit". issue3. 2017.

*Journal Article (Revise and Resubmit)*

Zhou, J., Fang, Y., Grover, V. "Managing Enterprise Information Systems Compliance – A Social and Performance Management Context Perspective".

*Journal Article (Rejected)*

Lee, S., Grover, V., Zimmerman, C. "Relationalism and Its Impacts on Information Source Selection". European Journal of Information Systems.

*Journal Article (Rejected)*

Lee, S., Grover, V. "Signposts to Website Popularity Through Social and Information Cues".

*Journal Article (Rejected)*

Zimmerman, C., Grover, V., Lee, S. "The Construct of Relationalism of Information Sources".

*Journal Article (Paper Under Review)*

Craig, K., Grover, V. "The Nerd Effect: Managers, Stereotypes, and the Quality of Business-IT Communication". Journal of Information Technology.

*Journal Article (Published)*

Jiang, D., Jiang, L., Grover, V. "The Sphere of Influence of Information Systems Journals: A Longitudinal Study". issue7. 2017. 150-178.

*Journal Article (Revise and Resubmit)*

Grover, V., Jiang, D., Jiang, L., London, J., Sun, H. "Theory Borrowing in Information Systems Research: The Case of Transaction Cost Theory".

*Journal Article (Published)*

Carter, M., Tams, S., Grover, V. "When Do I Profit? Uncovering Boundary Conditions on Reputation Effects in Online Auctions". issue2. March 2017. 256-267.

*Book Chapter (Published)*

Grover, V., Carter, M., Thatcher, J., Lee, I. Mobile Phone Identity: The Mobile Phone as Part of Me. In Encyclopedia of E-Commerce Development, Implementation, and Management. IGI Global. 2016.

*Conference Proceeding (Published)*

Raman, R., Grover, V., Raman, R. "Seeking To Learn Versus Seeking To Teach: Impacts On Timely Task Performance". INSA Sunbelt Conference, Newport Beach, CA. 2016.

*Conference Proceeding (Published)*

Raman, R., Grover, V., Raman, R. "Seeking to Learn versus Seeking to Teach: Network Position and Timely Electronic Documentation in Healthcare Practice". Proceedings of the International Conference of Information Systems (ICIS), Dublin, Ireland. 2016.

*Conference Proceeding (Published)*

Grover, V., Jiang, D., Jiang, J., London, J., Sen, H. "Taking Ownership of Borrowed Theories: The Case of Transaction Cost Theory". Proceedings of the International Conference of Information Systems (ICIS), Dublin, Ireland. 2016.

*Conference Proceeding (Published)*

Gerow, J., Grover, V., Thatcher, J. "The Influence of Political Skill on Knowledge". Proceedings of the Americas Conference on Information Systems (AMCIS), San Diego, CA. 2016.

*Conference Proceeding (Published)*

Craig, K., Grover, V. "The Nerd Effect: Stereotypes and Managerial Ambition". Proceedings of the International Conference of Information Systems (ICIS), Dublin, Ireland. 2016.

*Conference Proceeding (Published)*

Lokuge, S., Sadera, D., Grover, V. "Thinking Inside the Box: Five Organizational Strategies Enabled through Information Systems". Proceedings of the Pacific Conference on Information systems (PACIS), Chiaya, Taiwan. 2016.

*Journal Article (Published)*

Grover, V., London, J., Craig, K. "A Historical Observation of the Intellectual and Institutional Structures of the Field". issue25. 2016.

*Journal Article (Published)*

Gerow, J., Grover, V., Thatcher, J. "Alignment's Nomological Network: Theory and Evaluation". Information and Management. issue5. 2016. 541-553.

*Journal Article (Published)*

Bandodkar, N., Grover, V. "Factors Influencing the Extent of Co-Authorship in MIS Research: An Empirical Investigation". issue3. 2016.

*Journal Article (Published)*

Purvis, R., Tams, S., Grover, V., Henry, R., Davis, S. "The Impact of Residual Risk and Resultant Problems on Information Systems Development Project Performance". Project Management Journal. issue4. 2016. 51-67.

*Journal Article (Published)*

AlMarzouq, M., Grover, V., Thatcher, J. "Taxing The Development Structure Of Open Source Communities: An Information Processing View". December 2015. 27-41.

*Book (Published)*

Grover, V., Karahanna, E., Sawy, O. E. IT Governance. Create Space. 2015.

*Book Chapter (Published)*

Grover, V., Otim, S., Segars, A., King, W. R. The Role of Organizational Learning in Strategic Information Systems Planning in Uncertain Environments. In Planning for Information Systems. Routledge, Oxon. 2015.

*Conference Proceeding (Published)*

Tams, S., Grover, V., Thatcher, J. "Concentration, Competence, Confidence, and Capture: Examining the Role of Age in Interruption-based Technostress using Neuroscience Methods". Proceedings of 5th Annual Decision Neuroscience Symposium, MIT, Boston, MA. 2015.

*Conference Proceeding (Published)*

Jiang, D., Grover, V., Sun, H. "Does Identification with Virtual Model Making Shopping Experience More Enjoyable? The Case of Virtual Mirror". Proceedings of the Americas Conference on Information Systems (AMCIS), Puerto Rico. 2015.

*Conference Proceeding (Published)*

Carter, M., Grover, V. "Information Technology (IT) and the Self: Conceptualizing IT Identity". CHI Workshop Proceedings. 2015.

*Conference Proceeding (Published)*

Purvis, R., Henry, R., Tams, S., Grover, V. "The Impact of Residual Risk and Resultant Problems on ISD Project Performance". Academy of Management Proceedings. 2015.

*Debate (Published)*

Grover, V., Lyytinen, K., Markus, M. L., Rivard, S., Rowe, F. Between Grand Theories and Scripted Research. , 5th Concurrent ICIS-SIGPhil Workshop, Fort Worth, TX. 2015.

*Journal Article (Published)*

Grover, V. "Are We Losing Out With Digitization?". Journal for Information Technology Case and Application Research. issue1. 2015. 3-7.

*Journal Article (Published)*

Galluch, P., Grover, V., Thatcher, J. "Interrupting the Workplace: Examining Stressors in an Information Technology Context". issue1. 2015. 1-47.

*Journal Article (Published)*

Carter, M., Grover, V. "Me, My Self, and I(T): Conceptualizing Information Technology (IT) Identity and its Implications". issue4. 2015. 931-957.

*Journal Article (Published)*

Grover, V., Lyytinen, K. "New State of Play in IS Research: The Push To the Edge". issue2. 2015. 271-296.

*Journal Article (Published)*

Tams, S., Grover, V., Thatcher, J., Pak, R. "Selective Attention as a Protagonist in Contemporary Workplace Stress: Implications for the Interruption Age". Anxiety, Stress, & Coping. issue6. 2015. 663-686.

*Journal Article (Published)*

Gerow, J., Grover, V., Thatcher, J. "Six Types of IT-Business Strategic Alignment: An Investigation of the Constructs and Their Measurement". European Journal of Information Systems. 2015. 465-491.

*Journal Article (Published)*

Weathers, D., Swain, S., Grover, V. "Can Online Product Reviews be More Helpful? Examining Characteristics of Information Content by Product Type". November 2015. 12-23.

*Monograph (Published)*

Grover, V. Putting on the Best Job Talk You Can: Guidelines and Tips for Doctoral Students. Decision Line. March 2015. 15-17.

*Journal Article (Published)*

Grover, V., Duan, C., Roberts, N., Balkrishnan, N. "Firm Valuation Effects of the Decision to Adopt Relationally-Governed Business Process Outsourcing Arrangements". issue15. 2014. 4673-4694.

*Journal Article (Published)*

Grover, V., Sabherwal, R., Raman, R., Gokhale, R. "Information Politics: Strategies and Counterstrategies". International Journal of Information Systems and Management. issue1/2. 2014. 3-36.

*Journal Article (Published)*

Grover, V., Gerow, J., Thatcher, J. "Looking Toward the Future of IT-Business Strategic Alignment through the Past: A Meta-Analysis". issue4. 2014. 1159-1185.

*Journal Article (Published)*

Grover, V., Tams, S., Thatcher, J. "Modern Information Technology in an Old Workforce: Toward a Strategic Research Agenda". issue4. 2014. 284-304.

*Journal Article (Published)*

Grover, V., Tams, S., Ortiz de Guinea, A., Lopez de Arana, A., Hill, K. "NeuroIS – Alternative or Complement to Existing Methods? Examining the Holistic Effects of Neuroscience and Self-Reported Data". issue10. 2014. 723-753.

*Journal Article (Published)*

Grover, V. "The Worlds of Academic Research, Media, Politics and Practice on IS Outsourcing: Musings of a Casual Observer". Journal for Information Technology Case and Application Research. issue2. 2014.

*Journal Article (Published)*

Grover, V. "Value of IS Research: Let's Not Talk Crisis – but We Can Do Better". 2014. 837-842.

*Journal Article (Published)*

Grover, V., Raman, R., Stubblefield, A. "What Affects Citation Counts in MIS Research Articles? An Empirical Investigation". issue75. 2014. 1435-1456.

*Monograph (Published)*

Grover, V., Sharda, R. How to be a Good Dissertation Advisor. Decision Line. January (1st Quarter/Winter) 2014. 7-9.

*Journal Article (Published)*

Grover, V., Schwaig, K., Fiedler, K. "A Model of Consumers' Perceptions of the Invasion of Information Privacy". 2013. 1-12.

*Journal Article (Published)*

Grover, V., Im, K. S., Teng, J. "Do Large Firms Become Smaller by Using Information Technology". issue2. 2013. 470-491.

*Journal Article (Published)*

Grover, V., Narayanaswamy, R., Henry, R. "Examining the Impact of Influence tactics in Information System Development project: A Control Loss Perspective". issue1. 2013. 191-226.

*Journal Article (Published)*

Grover, V., Wang, E., Tai, J. "Examining the Relational Benefits of Improved Interfirm Information Processing Capability in Buyer-Supplier Dyads". issue1. 2013. 149-173.

*Journal Article (Published)*

Grover, V. "Muddling Along to Moving Beyond in IS Research: Getting From Good to Great". issue5. 2013. 274-282.

*Journal Article (Published)*

Grover, V., Kohli, R. "Revealing Your Hand: Caveats in Implementing Digital Business Strategy". issue2. 2013. 655-662.

*Monograph (Published)*

Grover, V., Aayagari, R., Purvis, R. Technstress. Clemson World Magazine. 2013. 15-17.

*Monograph (Published)*

Grover, V. The Many Roads to Success: Classifying Doctoral Students into Archetypes. Decision Line. March 2013. 17-18.

*Book Chapter (Published)*

Grover, V., Carter, M., Thatcher, J., Lee, I. Mobile Devices and the Self: Developing the Concept of Mobile Phone Identity. In Strategy, Adoption and Competitive Advantage of Mobile Services in the Global Economy. IGI Global. 2012.

*Journal Article (Published)*

Grover, V., Roberts, N., Galluch, P., Dinger, M. "Absorptive Capacity and Information Systems Research: Review, Synthesis, and Directions for Future Research". issue2. 2012. 625-648.

*Journal Article (Published)*

Grover, V., Kohli, R. "Co-Creating IT Value: New Capabilities and Metrics for Multi-firm Environments". issue1. 2012. 225-232.

*Journal Article (Published)*

Grover, V., Roberts, N. "Leveraging IT Infrastructure to Facilitate Firm's Customer Agility and Competitive Activity: An Empirical Investigation". *issue4*. 2012. 231-270.

*Journal Article (Published)*

Grover, V., Otim, S. "Resolving Uncertainty And Creating Value From The Exercise Of E-Commerce Investment Options". Information Systems Journal. *issue4*. 2012. 261-287.

*Journal Article (Published)*

Grover, V., Lim, J., Purvis, R. "The Consumer Choice of E-Channels as a Purchasing Avenue: An Empirical Investigation of the Communicative Aspects of Information Quality". *issue3*. 2012. 348-363.

*Journal Article (Published)*

Grover, V., Otim, S., Dow, K., Wong, J. "The Impact of Information Technology Investments on Downside Risk of the Firm: Alternative Measurement of the Business Value of IT". *issueSummer*. 2012. 159-194.

*Journal Article (Published)*

Grover, V. "The Information Systems Field: Making a Case for Maturity and Contribution". *issueSpecial Issue*. 2012. 254-272.

*Journal Article (Published)*

Grover, V., Roberts, N. "Investigating Firm's Customer Agility and Firm Performance: The Importance of Aligning Sense and Respond Capabilities". *issue5*. May 2012. 579-585.

*Monograph (Published)*

Grover, V. How to Publish While in the Doctoral Program? Managing Research Projects. Decision Line. March 2012. 19-21.

*Book Chapter (Published)*

Grover, V., Venkatesh, V. Four Essays of Success in A doctoral Program: A Model of Success, Avoiding Mistakes, Taking Stock and Networking. In Road to Success: A Guide for Doctoral Students and Junior Faculty Members in the Behavioral Sciences. Dog Ear Publishing. 2011.

*Journal Article (Published)*

Grover, V., Muthitacharoen, A., Palvia, P. "Building a Model of Preferred Technology: The Case of Channel Choices". *issue1*. 2011. 205-237.

*Journal Article (Published)*

Grover, V., Saeed, K., Malhotra, M. "Inter-Organizational System Usage and Supply Chain Integration: An Empirical Assessment". *issue1*. 2011. 7-42.

*Journal Article (Published)*

Grover, V., Saeed, K., Kettinger, W. "Organizational Interventions and the Successful Implementation of Customer Relationship Management (CRM) System Projects". Database: Advances in Information Systems. *issue2*. 2011. 9-31.

*Journal Article (Published)*

Grover, V., Karhanna, E., El Sawy, O. "Special Issue on 'New IS Leadership Roles in a Digital World'". *issue4*. 2011.

*Journal Article (Published)*

Grover, V., Ayyagari, R., Purvis, R. "Technostress: Technological Antecedents and Implications". *issue4*. 2011. 831-858.

*Journal Article (Published)*

Grover, V., Carter, M., Thatcher, J. "The Emerging CIO Role of Business Technology Strategist". *issue1*.

2011. 19-29.

*Monograph (Published)*

Grover, V. Considerations for Building a Schema of the Field During Doctoral Study. Decision Line. July (3rd Quarter/Summer) 2011. 14-16.

*Journal Article (Published)*

Grover, V., Bhatt, G., Emdad, A., Roberts, N. "Building and Leveraging Information in Dynamic Environments: The Role of IT Infrastructure Flexibility as Enabler of Organizational Responsiveness and Competitive Advantage". issue7-8. December 2010. 341-349.

*Book Chapter (Published)*

Grover, V., Dinger, M., Lee, I. The Web 2.0 Trend: Implications for the Modern Business. In Encyclopedia of E-Business Development and Management in the Digital Economy. IGI Global. 2010.

*Journal Article (Published)*

Grover, V., Sabherwal, R. "A Taxonomy of Political processes in Systems Development". Information Systems Journal. issue5. 2010. 419-447.

*Journal Article (Published)*

Grover, V., Otim, S. "E-Commerce: A Brand Name's Curse". Electronic Market. issue2. 2010. 147-160.

*Journal Article (Published)*

Grover, V., Zimmer, J., Arsal, R., AlMarzouq, M. "Investigating Online Information Disclosure: Effects of Information Relevance, Trust and Risk". 2010. 115-123.

*Journal Article (Published)*

Grover, V., Kim, G., Shin, B. "Investigating Two Contradictory Views of Formative Measurement in Information Systems Research". issue2. 2010. 345-366.

*Journal Article (Published)*

Grover, V., Gerow, J., Roberts, N., Thatcher, J. "The Diffusion of Second Generation Statistical Techniques in Information Systems Research from 1990-2008". issue3. 2010. 147-160.

*Journal Article (Published)*

Grover, V., Zimmer, C., AlMarzouq, M., Arsal, R., Moore, D. "Your Customers: Using a Reciprocal Relationship to Enhance Voluntary Information Disclosure". issue2. 2010. 395-406.

*Journal Article (Published)*

Grover, V., Roberts, N., Thatcher, J. "Advancing Operations Management Theory Using Exploratory Structural Equation Modeling Techniques". issue15. August 2010. 4329-4353.

*Journal Article (Published)*

Grover, V., Tams, S. "The Effect of an IS Article's Structure on its Impact". issue1. August 2010. 149-172.

*Monograph (Published)*

Grover, V., Thatcher, J. The 10 Mistakes Students Make in Their Doctoral Program Revisited: The Student Response (Part One). Decision Line. March 2010. 15-19.

*Monograph (Published)*

Grover, V. "Hi, I'm Me": Judicious Networking for the Doctoral Student. Decision Line. January (1st Quarter/Winter) 2010. 10-12.

## **Educationally Related Presentations and Workshops**

"Panel on Teaching and Pedagogy", presented at Doctoral Consortium, International, Sponsored by International Conference on Information Systems (ICIS), Invited. (2017).

Organized and moderated a panel on teaching and pedagogy as co-chair of the 3 day ICIS Doctoral Consortium.

"Workshop : Feedback on Research Projects", presented at IIT, Delhi, International, Sponsored by Faculty of Management Studies (FMS), Invited. (2017).

Research scholars from FMS presented a number of projects for individual feedback

"Colloquium Panel: Developing an academic career: How to plan conference attendance, journal submissions, and build a pipeline?", presented at Colloquium Panel, Local, Invited. (September 6, 2017).

Colloquium panel with V. Venkatesh and R. Sabherwal for doctoral students and junior faculty in ISYS.

"The Information Systems Research Enterprise and its Treatment of Theory", presented at International Conference on Information Systems, International, Sponsored by JAIS Theory Development Workshop, Invited. (December 2016).

## Research Honors and Awards

Best Published Paper Award for 2018 in Organizational Communication and Information Systems, Academy of Management, Scholarship/Research, International, (2018).

Organizational Communications and Information Systems (OCIS) Division of the Academy of Management for paper (with K. Lyytinen), "Management Misinformation Systems: A Time to Revisit," which was published in the Journal of the Association for Information Systems. The OCIS Division executive board selects the four best papers out of over 600 papers which were published in all top management, information systems and organizational communications journals this year.

Ranked in the Top 5 IS Researchers Based on h-index in 2019, University of Arizona, Scholarship/Research, International, (2018).

Ranked in the top 5 of AIS Scholars in the 2019 update of the University of Arizona's h-index ranking with a h-index of 85. The top 4% of 4329 AIS members were ranked. Summary of study: [https://ai.arizona.edu/sites/default/files/resources/h-index\\_mis\\_jan2019.pdf](https://ai.arizona.edu/sites/default/files/resources/h-index_mis_jan2019.pdf)

Recognized as the 3rd most frequently appearing author in eleven high impact journals from 1977-2014 out of 11,204 authors, Everard, A; St. Pierre, K; and Heck, JL. (2017) "Contributors to the High-impact IS Journals (1977-2014): An Aid for Setting Research Standards," Communications of the Association for Information Systems: Vol. 40 , Article 4., Scholarship/Research, (2017).

Recognized as the 3rd most frequently appearing author in eleven high impact journals from 1977-2014 out of 11,204 authors. Ranked 5th in the three elite journals. See Everard, A; St. Pierre, K; and Heck, JL. (2017) "Contributors to the High-impact IS Journals (1977-2014): An Aid for Setting Research Standards," Communications of the Association for Information Systems: Vol. 40 , Article 4.

Recognized in the top 5 of 400 prominent Management Information Systems (MIS) researchers, University of Arizona, Scholarship/Research, (2017).

A summary of this study can be found at

[https://ai.arizona.edu/sites/ai/files/resources/h-index\\_mis\\_2017-5\\_4.pdf](https://ai.arizona.edu/sites/ai/files/resources/h-index_mis_2017-5_4.pdf)

Stafford Beer Medal, European Journal of Information Systems, Scholarship/Research, (2016).

Awarded at the Annual Blackett Memorial Lecture in London in November 2016

Ranked 5th in MIS Quarterly's 2015 Most Prolific Author List, MIS Quarterly, Scholarship/Research, (2015).

list of the 50 all-time most prolific authors

Recognized in the top 5 of 400, University of Arizona, Scholarship/Research, (2015).  
in the 2015 update of the University of Arizona's h-index ranking

Runner-Up for the 2014 JSIS Best Paper Award, Journal of Strategic Information Systems, Scholarship/Research, (2015).  
for S. Tams, V. Grover, J. Thatcher, "Modern Information Technology in an Old Workforce: Toward a Strategic Research Agenda," Journal of Strategic Information Systems, Vol.23, No.4, 2014, pp.284-304.

Senior Scholar Research Award for Excellence in Research, Clemson University, Scholarship/Research, (2015).

Highly Cited Paper, Thompson Reuters' Web of Science, Scholarship/Research, (2014).  
"Business Value of IT: An Essay on Expanding Research Directions to keep up with the Times," JAIS, 2008 (with R. Kohli). This indicates that it "received enough citations to place it in the top 1% of citations in the academic field of Computer Science based on the highly cited threshold for the field and publication year."

Listed among Highly Cited Researchers, Thomson Reuters, Scholarship/Research, (2013).  
list of most cited released in December 2013

Recognized in the top 10 of 400 prominent Management Information Systems (MIS), University of Arizona, Scholarship/Research, (2013).  
2012 update of the University of Arizona's h-index ranking

Alumni Award for Outstanding Achievement in Research, Clemson University, Scholarship/Research, (2012).  
This is Clemson University's highest honor for research.

Clemson University Board of Trustees Award for Faculty Excellence, Clemson University, Scholarship/Research, (2012).

DATA BASE for Advances in Information Systems Best Paper Award, SIG MIS - Association of Computing Machinery, Scholarship/Research, (2012).  
for "The Successful Implementation of Customer Relationship Management (CRM) System Projects," (Vol.42, No.2, pp.9-31, with K. Saeed, W. Kettinger and S. Guha)

Decision Sciences Best Paper Award, Decision Sciences Institute, Scholarship/Research, (2012).  
Received for "Inter-Organizational System Usage and Supply Chain Integration: An Empirical Assessment," Decision Sciences, Vol. 42, No. 1, 7-42 (with K. Saeed, M. Malhotra). Cash Award of \$2,000

Clemson University Board of Trustees Award for Faculty Excellence, Clemson University, Scholarship/Research, (2011).

Leadership Development Award, Global Information Technology Management Association (GITMA), Scholarship/Research, (2011).  
Awarded at the 12th Annual Conference in Las Vegas, Nevada.

Recipient of the Association for Information Systems Fellow Award, Association of Information Systems, Scholarship/Research, (2011).

Recipient of the Association for Information Systems Fellow Award for "outstanding contributions to the Information Systems discipline in terms of research, teaching and service at a global level. Fellows "are expected to be a role model and an inspiration to colleagues and students within the discipline. In addition, they should be capable of commanding the respect of individuals from outside the discipline."

Senior Scholar Research Award for Excellence in Research, Clemson University, Scholarship/Research, (2011).

Clemson University Board of Trustees Award for Faculty Excellence, Clemson University, Scholarship/Research, (2010).

Recognized as the 3rd most productive author globally on business process management research, Houy, C., Fettke, P. and Loos, P., "Empirical Research in Business Process Management- Analysis of an Emerging Field of Research," Business Process Management Journal, Vol.16, No.4, pp.619-661., Scholarship/Research, (2010).

## **SERVICE**

### **University Service**

#### **College/School**

Committee Member, MBA Committee. (2017 - Present).

Participate in bi-weekly meetings on issues pertaining to MBA students, curriculum, program, etc.

Frequency of meetings was higher last fall due to the revision of the FT MBA curriculum and other student related issues. Importantly, the committee reviews applications to the Executive MBA Program and the FT MBA Program, as well as joint programs - and makes recommendations. This year a number of policy related issues, promotional issues were discussed as well as a review and discussion of the strategic plan for the MBA program.

Provide input on Journal Quality as part of College Strategic Plan, Department Representative on Publication Outcomes. (2017 - Present).

At the beginning of each calendar year (about second week of February), each department would receive the list of publications by all members of the department (collected via Digital Measures).

The departmental representative would then identify publications that are:

A)of the highest quality as determined by the department (think A+)

B)of the very high quality (think A)

The total numbers of such publications should then be reported to the Research Committee by the beginning of March.

Acting Department Chair, Promotion, Rajiv Sabherwal. (2018 - 2019).

As ADC, I solicited and coordinated external reviews from prominent scholar's (Endowed Chairs/Deans) in the field. I independently (from the department committee) consolidated these reviews and conducted an assessment of the candidate.

Acting Department Chair, Tenure and Promotion, Zach Steelman. (2018 - 2019).

As ADC, I solicited and coordinated external reviews from prominent scholar's in the field. I independently (from the department committee) consolidated these reviews and conducted an assessment of the candidate.

#### **Department**

Committee Member, PhD Committee. (2017 - Present).

Involved in issues pertaining to PhD policy, student admissions, student issues, comprehensive exams, etc.

Executive Director (Joint), PhD Program. (2017 - Present).

Involved in all aspects of the PhD program including idiosyncratic student issues. In 2019 the plan is to revamp comprehensive exams and summer paper guidelines

Chair, Junior Faculty Search Committee. (2018 - 2019).

Involved in chairing committee on the recruitment f a junior faculty member including position description, screening interviews, and the on campus interview process. Conducted a number of evaluation of applications (70) and screening interviews in 2018-2019.

Co-Chair, Senior Faculty Search Committee. (2017 - 2018).

Co-chair committee on the search for a senior faculty member. This includes writing and promoting the position, screening candidates and coordinating the interview process.

Committee Member, Junior Faculty Search Committee. (2017 - 2018).

Involved in recruitment of a junior faculty member including position description, screening interviews, and the on campus interview process. Conducted a number of screening interviews in 2017.

Activity to Bridge Campus and Community, Blockchain Hackathon. (2017).

Participated and supported department initiative with Blockchain involving student competition

### **University**

Internal Grant Proposal Reviewer, PANEL: Chancellor's Discovery, Creativity, Innovation and Collaboration Fund. (2017).

Was involved in reviewing a broad array of proposals from various departments across campus and writing up a review. These reviews are then discussed in a panel discussion with the Provost and other panel members over 2 days. 75 proposals were submitted and discussed this year.

### **Professional Service**

Committee Chair, ICIS/ ACM SIGMIS Doctoral Dissertation Award Committee. (2018 - Present).

Nomination packages for best dissertations in the world are solicited from around the world. These are then evaluated and shortlisted for external review. The external review process is coordinated with 8 prominent scholars and through a multi-round process the best dissertation is selected. The Award is given by the Chair at the ICIS Luncheon (in San Francisco)

Co-Chair, 2018 Americas Conference on Information Systems (AMCIS) Program Committee Co-Chair. (2015 - 2019).

The AMCIS conference is the major AIS annual conference. Program Committee activities are extremely work intensive, and involve all responsibilities for the AMCIS program. This is complex due to the track and mini-track structure which involves soliciting proposals for tracks and mini-tracks (under tracks). There are 30+ tracks and 150+ mini-tracks. Each track and mini-track has 2-4 co-chairs which indicates a massive level of coordination and issues. This year the problems were compounded since the EC chose to trial a new review system (PCS) over Scholar One. This led to dealing with hundreds of review system issues (despite the best training efforts). In 2018 numerous hours were invested in meetings dealing with PCS issues and other conference issues (e.g., handling of ERF through Posters and logistics involved). At the conference luncheon in New Orleans itself the PCs summarized the program activities and handed out the best paper awards.

Committee Member, Americas Conference on Information Systems (AMCIS) Executive Committee. (2015 - 2019).

Committee is responsible for activities pertaining to AMCIS - the major elite, global conference in Information Systems. The committee meets multiple times throughout the year to deal with AMCIS related issues,

Committee Member, International Conference on Information Systems (ICIS) Executive Committee. (2015 - 2019).

Committee is responsible for activities pertaining to ICIS - the major elite, global conference in Information Systems. The committee meets multiple times throughout the year to deal with ICIS related issues, including funding, evaluation of proposals, voting on policy and procedural issues, etc. This year the committee work was intense with the backup plan for geopolitical contingencies formulated. The committee meets online as well as for 5 hours at ICIS (in 2018, at San Francisco). Decisions on ICIS 2020 and 2022 were made.

External Advisor, University of British Columbia, Vancouver. (2018).

Wrote a comprehensive report evaluating the doctoral dissertation of Hongki Kim.

External Reviewer for Another Institution, Various Schools Tenure & Promotion Committees. (2018).  
Was invited to and wrote 6 external review letters for faculty tenure, promotion or awards at other universities

Co-Chair, Americas Conference for Information Systems Best Paper Award Committee. (2017).  
Responsible for managing the process for selection of the Best Paper in the AMCIS conference.

Committee Member, 2017 ICIS Best Dissertation Competition Committee. (2017).  
Reviewed and ranked doctoral dissertations submitted for the award

Tenure Reviewer for Another Institution, External Reviewer. (2017).  
Was invited to and wrote 9 external review letters for faculty tenure, promotion or awards at other universities

Co-Chair, 2017 International Conference on Information Systems (ICIS) Doctoral Consortium. (2015 - 2017).

As co-chair of the 2017 ICIS doctoral consortium, I was responsible for all activities pertaining to organizing the consortium. The ICIS consortium is a prized event for ICIS, the major conference in IS. This was the 37th ICIS DC. It runs over a 4 day period and involves a substantial investment in time. All expenses for participant accommodation are covered by ICIS.

Organizational activities include:

1. Participating in the 4-day doctoral consortium in the 2016 ICIS conference (in Dublin)
2. Coordination with the Conference Committee on venue Requirements and Venue selection in Seoul.
3. Setting up announcement and criteria.
4. Soliciting application packages that include vita and detailed proposal write-ups.
5. Inviting faculty prominent mentors to participate in the DC
6. Managing a complete review process for the 80 odd applicants - with detailed reviews and feedback.  
2 reviewers were solicited for each package.
7. Making final decisions on the applicants based on the reviews. 40/80 applicants are accepted.
8. Working on setting up the 4 day program, including reception, group sessions, panels, keynotes, networking and other activities.
9. Coordinating with local arrangement chairs on excursions.
10. Finalizing the schedule -- and dealing with issues from mentors and participants
11. Managing activities at the conference site over the 4 day period.

## **Service Honors and Awards**

### **Service, Professional**

Association for Information Systems Spotlight Award for Lifelong Service to AIS, ICIS and AMCIS, Association for Information Systems, Service, Professional, (2011).

Awarded at the International Conference for Information Systems (ICIS), St. Louis, Missouri, December 2010

### **Other**

Distinguished Alumni Award, Indian Institute of Technology (IIT), New Delhi, (2013).  
Awarded at Convocation in November 2013

## **Mary Lacity**

University of Arkansas  
Information Systems  
WCOB 201

Qualifications: Scholarly Academic

Sufficiency: Participating

Phone: (479)-575-6114

Email: mclacity@uark.edu

### **Brief Biography**

Dr. Mary C. Lacity is Walton Professor of Information Systems and Director of the Blockchain Center of Excellence in Sam M. Walton College of Business at The University of Arkansas. She was previously Curators' Distinguished Professor at the University of Missouri-St. Louis. She has held visiting positions at MIT, the London School of Economics, Washington University, and Oxford University. She is a Certified Outsourcing Professional®, Industry Advisor for Symphony Ventures, and Senior Editor for MIS Quarterly Executive. Her research focuses on the delivery of business and IT services through global sourcing and automation using Robotic Process Automation, Cognitive Automation, and Blockchains. She has conducted case studies and surveys of hundreds of organizations on their outsourcing and management practices. She has given keynote speeches and executive seminars worldwide and has served as an expert witness for the US Congress. She was inducted into the IAOP's Outsourcing Hall of Fame in 2014, one of only three academics to ever be inducted. She was the recipient of the 2008 Gateway to Innovation Award sponsored by the IT Coalition, Society for Information Management, and St. Louis RCGA. She has published 28 books, most recently *A Manager's Guide to Blockchains for Business*, SB Publishing, UK. Her publications have appeared in the Harvard Business Review, Sloan Management Review, MIS Quarterly, MIS Quarterly Executive, IEEE Computer, Communications of the ACM, and many other academic and practitioner outlets.

### **Education**

PhD, University of Houston, 1992.

Emphasis/major: Business Administration- Management Information Systems

Supporting Areas of Emphasis: Quantitative Management Science

Dissertation Title: An Interpretive Investigation of the Information Systems Outsourcing Phenomenon

BS, Pennsylvania State University, 1985.

Emphasis/major: Quantitative Business Analysis

Supporting Areas of Emphasis: Economics

## **WORK EXPERIENCE**

### **Professional Positions**

#### **Academic - Post-Secondary**

Academic - Post-Secondary, Director, University of Arkansas, Blockchain Center of Excellence. (July 2018 - Present).

Academic - Post-Secondary, Professor, University of Arkansas, Information Systems. (July 2018 - Present).

Academic - Post-Secondary, Research Fellow, London School of Economics, The Outsourcing Unit. (2008 - Present).

Academic - Post-Secondary, Curators' Distinguished Professor, University of Missouri - St. Louis. (2012 - 2018).

Academic - Post-Secondary, Visiting Scholar, Massachusetts Institute of Technology, CISR. (2017).  
Academic - Post-Secondary, Visiting Professor, London School of Economics. (2012 - 2015).  
Academic - Post-Secondary, Professor, University of Missouri - St. Louis, Information Systems. (2004 - 2012).

## **Teaching Experience**

### **University of Arkansas**

ISYS 4243 - CURRENT TOPICS COMPUTER INFO, 1 term.  
ISYS 5713 - SEMINAR IN IS TOPICS, 1 term.  
ISYS 5933 - GLOBAL IT/ANALYTICS SEMINAR, 2 terms.

## **Non-Credit Instruction Taught**

35 participants. (August 2018 - November 2018).  
Guest lectured in Zach's class during F2F meetings  
  
AIS Student Chapter. (September 2018).  
  
25 participants. (August 2018).  
Guest Lectures on Blockchains to IS undergraduate students (ISYS 4453)  
  
700 participants. (August 2018).

## **Professional Development**

Conference Attendance, "ICIS," San Francisco, CA, United States. (December 2018).  
  
Continuing Education Program, "DFIN-511 Introduction to Digital Currencies," University of Nicosia, Cyprus. (September 2018 - December 2018).  
Completed the 3 credit hour online course on Digital Currencies  
  
UARK Training, "BASIS," Fayetteville, AR. (2018).  
  
UARK Training, "Faculty Orientation," Fayetteville, AR. (2018).  
  
UARK Training, "Institutional Review Board," Fayetteville, AR. (2018).  
  
UARK Training, "P-card," Fayetteville, AR. (2018).  
  
UARK Training, "Sexual Harassment," Fayetteville, AR. (2018).  
  
Conference Attendance, "Arkansas Digital Government Summit," Little Rock, AR. (November 2018).  
  
Conference Attendance, "Little Rock Tech Fest," Little Rock, AR. (October 2018).  
  
Conference Attendance, "NWA Tech Summit," Rogers, AR. (October 2018).  
  
Conference Attendance, "NWA Women in IT," Rogers, AR. (October 2018).  
  
Conference Attendance, "Advanced Practices Council," Little Rock, AR. (September 2018).  
  
Conference Attendance, "AMCIS," New Orleans, LA, United States. (August 2018).  
  
UARK Training, "ISYS MIS Graduate Orientation," Fayetteville, AR. (August 2018).  
  
Conference Attendance, "IBM Food Trust," Chicago, IL. (July 2018).

Conference Attendance, "HICSS," University of Hawaii, Big Island, HI, United States. (January 2018).

## **RESEARCH**

### **Editorial Activities**

- "Journal of the British Blockchain Association", Editor, General. (2018 - Present).
- "Journal of Information Technology and Journal of Information Technology Teaching Cases", Editor, General, International. (2017 - Present).
- "Journal of Information Technology", Guest Editor. (2012 - Present).
- "MIS Quarterly Executive", Editor, General. (2011 - Present).
- "International Conference of Information Systems", Editor, Conference Proceedings. (2010 - Present).
- "Journal of Strategic Information Systems", Editorial Board Member. (2007 - Present).
- "Strategic Outsourcing: An International Journal", Editorial Board Member. (2007 - Present).
- "Technology, Work, and Globalization", Palgrave, Editor, General, International. (2006 - Present).  
Published 27 titles in this series. (Moved series to Springer going forward)
- "Special Issue on Enterprise Blockchains", MIS Quarterly Executive, Editor, General. (2018 - 2019).
- "Communications of the AIS", Invited Manuscript Reviewer, International. (2018).
- "Journal of Information Technology", Invited Manuscript Reviewer, International. (2018).
- "Journal of the AIS", Invited Manuscript Reviewer, International. (2018).
- "MIS Quarterly Executive", Invited Manuscript Reviewer, International. (2018).
- "Sloan Management Review", Invited Manuscript Reviewer, International. (2018).
- "MIS Quarterly Executive", Associate Editor, International. (2014 - 2018).
- "Journal of Global Operations and Strategic Sourcing", Editorial Board Member. (2008 - 2018).
- "IAOP Academic Workshop", Editor, General. (2016 - 2017).
- "IEEE Transactions on Engineering Management", Editorial Board Member. (2013 - 2017).
- "European Conference of Information Systems", Teaching Case Track, Associate Editor. (2015).
- "MIS Quarterly Executive", Special Issue on Business Payoff of Cloud Services, Editor, General. (2014).
- "International Conference of Information Systems", Editor, Conference Proceedings. (2012).
- "Journal of Information Technology", Editor, General. (1996 - 2012).
- "Journal of the Association for Information Systems (JAIS)", Editorial Board Member. (2008 - 2011).
- "MIS Quarterly Executive", Editorial Board Member. (2007 - 2010).

### **Presentations Given**

Lacity, M., Walton MBA Showcase, "Panel on Technology and the Future." (April 12, 2019).

Lacity, M., Women in IT Conference, "The Current State of Enterprise Blockchains," Fayetteville, AR. (April 10, 2019).

Lacity, M., Blockchain for Business Conference, "Client Perspectives on Enterprise Adoption," Fayetteville. (March 29, 2019).

Lacity, M., Executive Education, "Truth and Lies about Blockchains," Sam Walton College of Business, Little Rock. (March 13, 2019).

Lacity, M., <https://youtu.be/n3sMR3Sy608>, "Beyond the headlines current state of enterprise blockchains," Center for Supply Chain Studies. (January 25, 2019).

Lacity, M., HICSS Blockchain Workshop, "The Blockchain Use Cases for the Classroom:Lessons Learned from University of Arkansas," Hawaii. (January 8, 2019).

Lacity, M., ICIS Special Interest Groups on Blockchains, "Research Agenda for Blockchains," Association of Information Systems, San Francisco, CA. (December 13, 2018).

Lacity, M., Walmart International Supplier Collaboration Board, "The Truth about Enterprise Blockchains." (November 29, 2018).

Lacity, M., Arkansas Digital Government Summit, "Blockchains: Coming to a Government Near You?," Little Rock, AR. (November 1, 2018).

Lacity, M., NWA Technology Summit, "Truth and Lies about Enterprise Blockchains." (October 23, 2018).

Lacity, M., NWA Women in IT Conference, "Truth and Lies about Enterprise Blockchains." (October 22, 2018).

Lacity, M., MIT Sloan Management Review Webinar Series, "Planning for the Human-Digital Workforce," MIT Sloan Management Review. (October 11, 2018).  
3,287 registrants

Lacity, M., Startup Junkie Podcast Series, "Blockchains." (October 9, 2018).

Lacity, M., Little Rock Tech Fest, "Arkansas: Blockchain Initiatives." (October 5, 2018).

Lacity, M., Advanced Practices Council, "Making Blockchains Real," Society of Information Management. (October 2, 2018).

Lacity, M. C., AMCIS 2018, "Work/life balance," AMCIS, New Orleans, LA. (August 16, 2018).

Lacity, M., IBM Food Trust, "Making Blockchains Real," IBM, Chicago, IL, United States. (July 18, 2018).

Lacity, m. C., BC4AR (Blockchains For Arkansas), "Making Blockchains Real," Governor Asa Hutchinson's Office, Little Rock, AR. (June 27, 2018).

Lacity, M., Accel/UiPath partner and customer event, "Robotic Process and Cognitive Automation: The Next Phase," Accel/UiPath, Accel Offices, Palo Alto, CA, United States. (June 14, 2018).

Lacity, M. C., Midwest AIS, "Artificial Intelligence and The Future of Work," AIS, Saint Louis, MO. (May 18, 2018).

Lacity, M. C., Client Seminar, "Blockchains & Cryptocurrencies," JPMorganCgase, St Louis. (April 26, 2018).

Lacity, M. C., University of Missouri, "Blockchains for Business," College of Business, Saint Louis, MO. (April 20, 2018).

Lacity, M. C., Enterprise Systems Blockchain Consortium, "What are Blockchains? Why should we care?," Walton College of Business, Fayetteville, AR. (April 6, 2018).

Lacity, M., Department of Information Systems, "Robotic Process and Cognitive Automation," Sam M. Walton College of Business, Fayetteville, AR, United States. (April 4, 2018).

Lacity, M., Information Systems and Technology Mentoring Club and Beta Alpha Psi, "Blockchain Applications for Business," University of Missouri-St. Louis, St. Louis, MO, United States. (March 22, 2018).

Lacity, M., Cognizant Community, "The New Ways Work Gets Done: Robotic Process and Cognitive Automation," Scottsdale, AZ, United States. (March 6, 2018).

Lacity, M., Outsourcing World Summit, "Beyond Bitcoin: Blockchains for Business," Orlando, FL, United States. (February 20, 2018).

Lacity, M., ISG Client Breakfast, "Robotic Process and Cognitive Automation: Taking the Robot out of the Human," Orlando, FL, United States. (February 20, 2018).

Lacity, M., Society of Information Management's Advanced Practices Council, "Robotic Process and Cognitive Automation: Taking the Robot out of the Human," Dallas, TX, United States. (January 17, 2018).

Lacity, M. C. (Author), Willcocks, L. (Author), The 11th Global Sourcing Workshop, "El Gran Automata: Case Research in Service Automation," La Thuile, Italy. (2017).

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Lacity, M., Masters IS Class, "Effects of Automation on Outsourcing," The University of Melbourne, Melbourne, Australia. (August 12, 2017).

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Lacity, M., Center for Information Systems Research (CISR), "Nine Keys to World-class Outsourcing," Massachusetts Institute of Technology (MIT), Boston, MA, United States. (June 14, 2016).

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Lacity, M., SIM Houston IT Symposium, "Strategy Behind Using Domestic Sourcing for Global Delivery," Houston, TX, United States. (August 6, 2015).

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- Lacity, M., Corporate Legal Operations Consortium (CLOC), "The Rise of Legal Services Outsourcing," San Jose, CA, United States. (July 2014).
- Lacity, M., London School of Economics, "The Risks and Opportunities of Outsourcing: Legal Services under Threat?," London, United Kingdom. (June 17, 2014).
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Lacity, M., United Kingdom & Ireland Chapter of the IAOP, "Dynamic Innovation," London, United Kingdom. (June 26, 2012).

Lacity, M., London School of Economics and Political Science, "Outsourcing Research: Theory, Practice and the Emerging Landscape," London, United Kingdom. (June 26, 2012).

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Lacity, M., Midwest Chapter of the IAOP, "Healthcare Services Outsourcing," UMSL Campus, St. Louis, MO, United States. (April 24, 2012).

Lacity, M., The 2012 Outsourcing World Summit, "Rural Sourcing: Moving from Xenophobic Buyer to Competitive Supplier," Lake Buena Vista, FL, United States. (February 21, 2012).

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Lacity, M., Everest Research Institute, "What Service Providers Say About Clients," Market Vista Webinar. (August 10, 2011).

Lacity, M., Rottman, J., Senior Leadership Team, "Delivering ITO and BPO Services from Remote Domestic Locations," Cayuse Technologies, Pendleton, OR, United States. (July 27, 2011).

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Lacity, M., Midwest Chapter of the IAOP, "Human Capital Development in the Midwest/St. Louis Region to Compete Globally: Collaborations among Industry, Government, and Academics," UMSL Campus, St. Louis, MO, United States. (June 24, 2010).

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Lacity, M., Willcocks, L. P. "Robotic Process Automation at Telefónica O2". issue1. 2016. 21-35.

*Journal Article (Published)*

Lacity, M., Willcocks, L. P. "Robotic Process Automation: The Next Transformation Lever for Shared Services". issue4. 2016. 21-58.

*Magazine/Trade Publication (Published)*

Lacity, M. C., Willcocks, L. Speed of Automation Adoption Faster for Providers than Customers. issueMay/June. 2016. 17-Oct.

*Magazine/Trade Publication (Published)*

Lacity, M. C. Technology Trends: Now, Soon, Later. issue26. 2016. 32-33.

*Magazine/Trade Publication (Published)*

Lacity, M. C., Willcocks, L. Will your next relationship be with a robot? A look at how service automation may impact outsourcing. issueMarch/April. 2016. 24-27.

*Research Report (Published)*

Lacity, M. C., Willcocks, L. Robotic Process Automation: The Next Transformation Lever for Shared Services. 2016.

*Research Report (Published)*

Lacity, M. C., Willcocks, L. Robotizing Global Financial Shared Services. 2016.

*Video (Published)*

Lacity, M. Overview of RPA. 2016.

*Journal Article (Published)*

Lacity, M., Willcocks, L. P. "A New Approach to Automating Services". issue1. September 2016. 41-49.

*Magazine/Trade Publication (Published)*

Lacity, M. C. Should CIOs be chief robot wranglers? July (3rd Quarter/Summer) 26, 2016.

*Journal Article (Published)*

Lacity, M., Steelman, Z. R., Sabherwal, R. "Bring Your Own Device: Charting Your Organization's Voyage". issue2. June 2016. 85-104.

*Journal Article (Published)*

Lacity, M., Khan, S. A. "Transaction Cost Economics on Trial Again: A Commentary". issue1. March 2016. 49-56.

*Journal Article (Published)*

Lacity, M., Willcocks, L. P. "Rethinking Legal Services in the Face of Globalization and Technology Innovation: The Case of Radiant Law". issue1. February 2016. 15-22.

*Book (Published)*

Lacity, M., Willcocks, L. P., Sauer, C. Formulating Research Methods for Information Systems. Palgrave, London. 2015.

*Book (Published)*

Lacity, M., Willcocks, L. P. Nine Keys to World-Class Business Process Outsourcing. Bloomsbury Publishing, London. 2015.

*Book (Published)*

Lacity, M., Willcocks, L. P., Craig, A. South Africa's BPO Service Advantage. Palgrave, London. 2015.

*Magazine/Trade Publication (Published)*

Lacity, M. C., Willcocks, L., Yan, A. Are the robots really coming? Service Automation Survey Findings. issue17. 2015. 14-21.

*Magazine/Trade Publication (Published)*

Lacity, M. C., Willcocks, L. IT, Phone Home: Leslie Willcocks and Mary Lacity on Telefonica O2's RPA. issueAutumn. 2015. 26-34.

*Magazine/Trade Publication (Published)*

Lacity, M. C., Willcocks, L. Poppy appeal: RPA at BPO service providers. issueWinter. 2015. 18-Dec.

*Research Report (Published)*

Lacity, M. C., Willcocks, L. Cloud Management: Effective Cloud Deployment Practices and Lessons. 18 edition. issue5. 2015. 19.

*Research Report (Published)*

Lacity, M. C., Willcocks, L., Craig, A. Robotic Process Automation at Telefónica O2. 2015.

*Research Report (Published)*

Lacity, M. C., Willcocks, L., Craig, A. Robotic Process Automation at Xchanging. 2015.

*Journal Article (Published)*

Lacity, M. C., Willcocks, L. "Will robots replace humans?". October (4th Quarter/Autumn) 6, 2015.

*Journal Article (Published)*

Lacity, M. C., Willcocks, L. "Businesses will increasingly use robots to deal with the explosion of data". September 15, 2015.

*Journal Article (Published)*

Lacity, M. C., Willcocks, L. "What Knowledge Workers Stand to Gain from Automation". June 19, 2015.

*Journal Article (Published)*

Lacity, M., Carmel, E., Rottman, J. "Prison Sourcing: "Doing Good" or "Good for Business?" Journal of Information Technology Teaching Cases". December 2014. 99-106.

*Journal Article (Published)*

Lacity, M., Damsgaard, J., Kettinger, B. "The Business Payoff of Cloud Services". issue4. December 2014. iii-v.

*Book (Published)*

Lacity, M., Cullen, S., Willcocks, L. P. Outsourcing - All You Need To Know. White Plume Publishing, Melbourne. 2014.

*Book (Published)*

Lacity, M., Willcocks, L. P. The Economics of Outsourcing. Edward Elgar Publishing, Camberley. 2014.

*Book (Published)*

Lacity, M., Willcocks, L. P., Burgess, A. The Rise of Legal Services Outsourcing: Risk and Opportunity. Bloomsbury Publishing, London. 2014.

*Book Chapter (Published)*

Lacity, M. C., Willcocks, L., Hirschheim, R., Heinzl, A., Dibbern, J. Strange Bedfellows No More: Researching Business Process Outsourcing and Dynamic Innovation. Springer, Heidelberg. 2014. 37-64, REPRINT of Strategic Outsourcing: An International Journal, Vol. 7, 1, pp. 66-92.

*Book Chapter (Published)*

Lacity, M. C., Carmel, E., Andrew, D., Hirschheim, R., Heinzl, A., Dibbern, J. The Impact of Impact Sourcing: Framing a Research Agenda. Springer, Heidelberg. 2014. 397-430.

*Journal Article (Published)*

Lacity, M., Willcocks, L. P. "Business Process Outsourcing and Dynamic Innovation". issue1. 2014. 66-92.

*Journal Article (Published)*

Lacity, M., Reynolds, P. "Cloud Services Practices for Small and Medium-sized Enterprises". issue1. 2014. 31-44.

*Journal Article (Published)*

Lacity, M., Rottman, J. W., Carmel, E. "Impact Sourcing: Employing Prison Inmates to Perform Digitally-enabled Business Services". issue51. 2014.

*Journal Article (Published)*

Lacity, M., Willcocks, L. P. "Nine Practices for Best-in-Class BPO Performance". issue3. 2014. 131-146.

*Journal Article (Published)*

Lacity, M., Khan, S. "Organizational Responsiveness to Anti-offshoring Institutional Pressures". issue3. 2014. 190-209.

*Journal Article (Published)*

Lacity, M., Willcocks, L. P., Craig, A. "South Africa's Business Process Outsourcing Services Sector: Lessons for Western-based Client Firms". issue4. 2014. 45-58.

*Magazine/Trade Publication (Published)*

Lacity, M. C., Willcocks, L. BPO Benchmarking and Best Performance. issue16. 2014. 46-54.

*Magazine/Trade Publication (Published)*

Lacity, M. C., Cullen, S., Willcocks, L. Breaking Up is Hard to Do. issue19. 2014.

*Magazine/Trade Publication (Published)*

Lacity, M. C., Willcocks, L., Yan, A. Leadership Pairs Behind High Outsourcing Performance. issue9. 2014. 52-57.

*Magazine/Trade Publication (Published)*

Lacity, M. C., Cullen, S., Willcocks, L. Transition Your Partners. issue18. 2014. 18-26.

*Book Chapter (Published)*

Lacity, M. C., Willcocks, L., Topi, H. Sourcing of Information Technology Services. 2 edition. Chapman and Hall CRC Press, Florida. issue60. 2013.

*Journal Article (Published)*

Lacity, M., Willcocks, L. P. "Beyond Cost Savings: Outsourcing Business Processes for Innovation". issue3. 2013. 63-69.

*Journal Article (Published)*

Lacity, M., Willcocks, L. P. "Industry Insight: Legal Process Outsourcing: The Provider Landscape". issue2. 2013. 167-183.

*Journal Article (Published)*

Lacity, M., Willcocks, L. P. "Legal Process Outsourcing, In-House Counsels, Law Firms and Providers: Researching Effective Practices". issue3. 2013.

*Journal Article (Published)*

Lacity, M., Salvino, M., Gossage, W. "Masters of the Mix: Change Management in BPO". issue1. 2013. 96-105.

*Journal Article (Published)*

Lacity, M., Willcocks, L. P., Feeny, D. "Transforming A Human Resource Function Through Shared Services and Joint Venture Outsourcing: The BAE Systems-Xchanging Enterprise Partnership 2001-2012". issue1. 2013. 29-42.

*Magazine/Trade Publication (Published)*

Lacity, M. C., Willcocks, L. Cloud Services Forecast: Rain and Shine: Findings from the 2013 IAOP World Summit Survey. issue5. 2013. 16-21.

*Magazine/Trade Publication (Published)*

Lacity, M. C., Willcocks, L., Craig, A. Compass Points: Assessing Countries. issue13. 2013. 22-31.

*Magazine/Trade Publication (Published)*

Lacity, M. C., Salvino, M., Gossage, W. Masters of the Mix: Change Management in BPO. issue1. 2013. 96-105.

*Magazine/Trade Publication (Published)*

Lacity, M. C., Contributor. Outsourcing Goes Back to School. issue7. 2013. 40-47.

*Magazine/Trade Publication (Published)*

Lacity, M. C. Outsourcing Success Cannot Come from Standstill Men: An Interview with Dr. Wendell Jones. issue6. 2013. 34-41.

*Magazine/Trade Publication (Published)*

Lacity, M. C., Sagoo, A., Oates, J. Relationship builders: Resolving business conflicts effectively. issue2. 2013.

*Magazine/Trade Publication (Published)*

Lacity, M. C., Willcocks, L., Craig, A. Sourcing Leadership. issue14. 2013. 22-25.

*Magazine/Trade Publication (Published)*

Lacity, M. C., Willcocks, L. The Highlighter: Legal Process Outsourcing. issue12. 2013. 48-54.

*Research Report (Published)*

Lacity, M. C., Willcocks, L. Resolving Conflicts in Business Process Outsourcing Relationships. 2013.

*Research Report (Published)*

Lacity, M. C., Willcocks, L., Craig, A. South Africa's BPO Service Advantage Case Study: radiant.law: Rethinking Legal Services. 2013.

*Research Report (Published)*

Lacity, M. C., Willcocks, L., Craig, A. South Africa's Maturing BPO Service Advantage: Case Studies of Success 2013. 2013.

*Research Report (Published)*

Lacity, M. C., Willcocks, L. The Journey to High Performance BPO: The Case of EMC's Global Business Services. 2013.

*Research Report (Published)*

Lacity, M. C., Willcocks, L. Transformational Leadership. 2013.

*Book (Published)*

Lacity, M., Willcocks, L. P. Advanced Outsourcing Practice: Rethinking ITO, BPO and Cloud Services. Palgrave, London. 2012.

*Book (Published)*

Lacity, M., Rottman, J. W., Carmel, E. Emerging ITO and BPO Markets: Rural Sourcing and Impact Sourcing. IEEE Computer Society Press. 2012.

*Book (Published)*

Lacity, M., Willcocks, L. P. The New IT Outsourcing Landscape From Innovation to Cloud Services. Palgrave, London. 2012.

*Journal Article (Published)*

Lacity, M., Khan, S. "Survey Results: Are Client Organizations Responding to Anti-Offshoring Pressures?". issue2. 2012. 166-179.

*Journal Article (Published)*

Lacity, M., Willcocks, L. P. "The Practice of Outsourcing Business and IT Services: Evidence of Success, Robust Practices, and Contractual Challenges". 2012. 2-8.

*Magazine/Trade Publication (Published)*

Lacity, M. C., Sharma, M., Willcocks, L. Business Process Outsourcing: A Catalyst for Innovation. issue3. 2012. 70-79.

*Research Report (Published)*

Lacity, M., Willcocks, L. A holistic, end-to-end approach. 2012.

*Research Report (Published)*

Lacity, M. C., Mindrum, C., Hindle, J., Willcocks, L., Simonson, E., Sutherland, C. Achieving High Performance in BPO: Research Report. 2012.

*Research Report (Published)*

Lacity, M. C., Willcocks, L., Craig, A. Becoming Strategic - South Africa's BPO Service Advantage. 2012.

*Research Report (Published)*

Lacity, M., Willcocks, L. Change Management. 2012.

*Research Report (Published)*

Lacity, M., Willcocks, L. Collaborative BPO Governance. 2012.

*Research Report (Published)*

Lacity, M., Willcocks, L. P. Domain Expertise and Analytics. 2012.

*Research Report (Published)*

Lacity, M. C., Willcocks, L. Mastering High-Performance: The Case of Microsoft's OneFinance. 2012.

*Research Report (Published)*

Lacity, M. C., Willcocks, L. Strategic F&A Partnering at BP. 2012.

*Research Report (Published)*

Lacity, M., Willcocks, L. Target Strategic Business Outcomes. 2012.

*Research Report (Published)*

Lacity, M., Willcocks, L. Technology as Enabler. 2012.

*Research Report (Published)*

Lacity, M., Willcocks, L. Transformation of the Client's Retained Organization. 2012.

*Research Report (Published)*

Lacity, M., Willcocks, L. Value Beyond Cost. 2012.

*Magazine/Trade Publication (Published)*

Lacity, M. C., Rottman, J. Delivering Innovation in Outsourcing: Findings from the 2012 Outsourcing World Summit. March 2012. 26-31.

*Research Report (Published)*

Lacity, M. C., Khan, S. Organizational Responses to Anti-Offshoring Pressures. March 2012.

*Book Chapter (Published)*

Lacity, M. C., Khan, S., Leslie, W., Galliers, R., Currie, W. A Review of the IT Outsourcing Literature: Insights for Practice. Oxford University Press, Oxford. 2011. 496-528, REPRINT of Journal of Strategic Information Systems, Vol. 18, pp.130-146.

*Journal Article (Published)*

Lacity, M., Willcocks, L. P., Khan, S. "Beyond Transaction Cost Economics: Towards an Endogenous Theory of Information Technology Outsourcing". issue2. 2011. 139-157.

*Journal Article (Published)*

Lacity, M., Willcocks, L. P., Solomon, S., Yan, A. "Business Process Outsourcing Studies: A Critical Review and Research Directions". issue4. 2011. 221-258.

*Journal Article (Published)*

Lacity, M., Rottman, J. W., Carmel, E. "Rural Outsourcing: Delivering ITO and BPO Services from Remote Domestic Locations". 2011. 55-62.

*Magazine/Trade Publication (Published)*

Lacity, M. C., Willcocks, L. What Do Suppliers Think of You? issueAutumn. 2011.

*Research Report (Published)*

Lacity, M. C., Willcocks, L. PART 1: What Suppliers Say About Clients: Establishing the Outsourcing Arrangement. 12 edition. issue2. 2011.

*Research Report (Published)*

Lacity, M. C., Willcocks, L. PART II: What Suppliers Say About Clients: Managing the Outsourcing Arrangement. 12 edition. issue3. 2011.

*Magazine/Trade Publication (Published)*

Lacity, M. C., Rottman, J. Building a Better Outsourcing Community. March 2011. 29-31.

*Book (Published)*

Lacity, M., Willcocks, L. P., Zheng, Y. China's Emerging Outsourcing Capabilities. Palgrave, London. 2010.

*Journal Article (Published)*

Lacity, M., Khan, S., Yan, A., Willcocks, L. "A Review of the IT Outsourcing Empirical Literature and Future Research Directions". issue4. 2010. 395-433.

*Journal Article (Published)*

Lacity, M., Rottman, J., Khan, S. "Field of Dreams: Building IT Capabilities in Rural America". issue3. 2010. 169-191.

*Magazine/Trade Publication (Published)*

Lacity, M. C., Rottman, J. Can't We All Get Along: What Does it Take to Get Advisors and Suppliers to Collaborate? 2010. 47-49.

## **Research Honors and Awards**

H-index of 51, > 16,000 citations according to Google Scholar, Scholarship/Research, (2018).

## SERVICE

### Consulting

For Profit Organization, Idatify. (2018 - Present).

Recruited 15 student and alumni volunteers for Idatify's blockchain for Smart Resumes; reviewed software; attended multiple meetings with campus administrators

### University Service

#### College/School

Member, Dean's Marketing Advisory Council. (2018 - Present).

Working with ModThink to launched LinkedIn BC CoE posts (some have over 6,000 views); created Wikipedia page; working on blogs for Walton website

#### Department

Director, Blockchain Center of Excellence. (July 2018 - Present).

Work with the academic steering committee (Matt Waller, Paul Cronan, Rajiv Sabherwal, Zach Steelman) of the Blockchain Center of Excellence (BC CoE) on the following activities:

- Delivered the 2018 Blockchain Hackathon; 200 student registrants, 4 training sessions, nine use case tracks
- Developed Executive Advisory Board, Advisory Board, and Enthusiast membership policy
- Obtained Executive Advisory Board pledges and payments from ArcBest, FIS, JB Hunt, McKesson, Microsoft, Tyson, and Walmart
- Obtained Executive Advisory Board pledge from IBM
- Obtained Blockchain Enthusiast pledges and payments from Idatify and Credera
- Led Executive Advisory Board meetings
- Developed Executive Advisory Board Workshop policy
- Launched Executive Advisory Board Workshops for BC CoE white paper series; Interoperability is the first topic
- Planning Blockchain for Business Conference; confirmed three keynote speakers, working on client panel, provider panel, and 15 breakout sessions
- Working with GA (Rachel Kraus) and Drew Stephens on new BC CoE Website
- Launched the Academic Faculty Network; BC CoE serves as a central point for information sharing, networking, and collaboration among faculty members conducting research, teaching, or professional service activities in the area of blockchain technologies
- Obtaining UAR approval to join Don Tapscott's Blockchain Research Institute
- Obtaining UAR approval to join BITA (Blockchain in Transportation Alliance)
- Met with dozens of industry people interested in blockchain technologies

Member, Promotion and Tenure Committee. (2018 - Present).

Member, Promotion Committee. (2018 - Present).

#### Student Organization

Guest Lecturer, AIS Student Chapter. (September 2018).

Guest lecture on blockchains

### Professional Service

Program Organizer. (December 2018).

Carsten Sorensen (LSE) and I co-hosted the Pre-ICIS MISQE-SIM Academic Workshop on Enterprise Blockchain Research. We helped 12 authors with their blockchain research in preparation for submission to the special issue of MISQE edited by Carsten Sorensen, Rajiv Sabherwal and me.

Mentor, Junior Faculty Consortium, AMCIS, New Orleans, LA. (2018).

## **Public Service**

Committee Member, Future of Operation in the Robotic Age. (2018 - Present).

Mentor, Startup Junkie Supply Chain Cohort. (2018 - Present).

Research Affiliate, Knowledge Capital Partners. (2018 - Present).

Ad Personam Chair for Dr. Shaji Khan, candidate for promotion and tenure at the University of Missouri-St. Louis Fall 2018. (August 2018 - December 2018).

Judge, International Association of Outsourcing Professionals. (2018).  
Global Excellence in Outsourcing Awards

Member, Symphony Ventures. (2018).

Guest Speaker, City of Fayetteville Innovation Council Meeting. (October 2018).  
City of Fayetteville is trying to understand the potential impacts of blockchains on local government;  
Organized by Startup Junkie

Panelist, BC4AR conference sponsored by Governor Asa Hutchinson, Little Rock. (June 2018).  
on "Blockchains for Arkansas" panel

## **Service Honors and Awards**

### **Other**

Advisory Board Member, Symphony Ventures, (2017).

Best for Business Administration Education, National Finance and Banking Awards hosted by Corporate America Magazine, (2017).

Council Member, The Future of Operations in the Robotic Age, (2017).

Judge for Sustainability and Socially Responsible Award, Global Sourcing Council, (2017).

A-List, Global Sourcing Association, (2016).

Paul Gray Award for Most Thought Provoking Paper, Association for Information Systems, (2016).

Lacity, M., Khan, S., and Carmel, E. (2016), "Employing U.S. Military Families to Provide Business Process Outsourcing Services: A case study of Impact Sourcing and Reshoring," Communications of the AIS, Vol. 36, Article 9.

Judge for Sustainability and Socially Responsible Award, Global Sourcing Councils, (2015).

Founding Fellow, National Association of Outsourcing, (2014).

Hall of Fame, International Association of Outsourcing Professionals, (2014).

Douglas E. Durand Award for Research Excellence, College of Business, University of Missouri - St. Louis, (2013).

Certified Outsourcing Professional, IAOP, (2012).

Member of the Year, IAOP, (2012).

## **Jeffrey Mullins**

University of Arkansas  
Information Systems  
WCOB 220

Qualifications: Scholarly Practitioner

Sufficiency: Participating

Phone: (479)-575-7745

Email: JMullins@walton.uark.edu

### **Brief Biography**

Jeff is the Associate Director of MIS programs and a faculty member in the Information Systems department. He regularly teaches graduate and upper level undergraduate courses in Enterprise Resource Planning, Database, and Application Development.

### **Education**

MS, University of Arkansas, 2006.  
Emphasis/major: Information Systems  
Supporting Areas of Emphasis: Enterprise Resource Planning

BS, University of Arkansas, 1997.  
Emphasis/major: Computer Science

### **Professional Licenses and Certifications**

ERPsim Certified Trainer (Level 2), HEC Montreal. (January 2010 - Present).  
Demonstrated expertise in the understanding and administration of ERPsim; qualified to conduct faculty training and grant ERP Certified Instructor (Level 1) certification.

## **WORK EXPERIENCE**

### **Teaching Experience**

#### **University of Arkansas**

ISYS 4283 - BUS DATABASE SYSTEMS, 6 terms.  
ISYS 5103 - DATA ANALYTICS FUNDAMENTALS, 8 terms.  
ISYS 511 - IT SKILLS SEMINAR, 1 term.  
ISYS 511V - IT SKILLS SEMINAR, 43 terms.  
ISYS 5213 - ERP FUNDAMENTALS, 10 terms.  
ISYS 5223 - ERP CONFIG & IMPLEMENTATION, 2 terms.  
ISYS 5833 - DATA MANAGEMENT SYSTEMS, 23 terms.  
ISYS 636V - SPECIAL PROBLEMS, 2 terms.  
WCOB 4213 - ERP FUNDAMENTALS, 2 terms.  
WCOB 4223 - ERP CONFIG & IMPL, 3 terms.  
WCOB 5213 - ERP FUNDAMENTALS, 11 terms.  
WCOB 5223 - ERP CONFIG & IMPLEMENTATION, 5 terms.

### **Non-Credit Instruction Taught**

University of Arkansas - ERP Presentations, 60 participants. (2018).

Facilitated ERPsim Distribution Game in 2 sections of ISYS 2263 (Bopp and Shipp).

Phillips66, 12 participants. (July 2018).

Provided instruction and facilitation for ERPsim research study involving a "new hire" group from Phillips66

ConocoPhillips, 21 participants. (June 2018).

Provided instruction and facilitation for ERPsim research study involving a "new hire" group from ConocoPhillips

University of Arkansas - ISYS Department, 15 participants. (September 2017).

Facilitated 2-day ERPsim faculty workshop at the University of Arkansas for ISYS faculty and Ph.D. students. Worked with Susan Bristow to design and deliver the workshop.

ConocoPhillips, 17 participants. (July 2017).

Provided instruction and facilitation for ERPsim research study involving a "new hire" group from ConocoPhillips

Phillips66, 12 participants. (July 2017).

Provided instruction and facilitation for ERPsim research study involving a "new hire" group from Phillips66

ISYS 636V, 1 participant. (January 2017 - May 2017).

Provided instruction, guidance, and assessment for Ally Maumba to complete a "special projects" class in Spring 2017 (officially taught by Paul Cronan), which involved completing the Python components of ISYS 5103 coursework and embarking on a larger project using that knowledge after completing the coursework. Approx 20 hours spent in addition to normal course load.

University of Arkansas - Database Presentations, 150 participants. (January 2017).

Guest speaker in ISYS 2103

- 2/1 Hoehle

University of Arkansas - ERP Presentations, 130 participants. (2016).

Facilitated ERPsim Distribution Game in 1 section of ISYS 2263 (approx 15 students, McDaniel's class) and covered one class session of ERP lecture in ISYS 5213 (approx 32 students, Serrano's class).

University of Arkansas - Database Presentations, 250 participants. (2016).

Guest speaker in ISYS 2103

- 2/1 Hoehle

- 9/6 Bristow

- 9/7 Ma

ConocoPhillips, 18 participants. (July 2016).

Provided instruction and facilitation for ERPsim research study involving a "new hire" group from ConocoPhillips

Phillips66, 14 participants. (June 2016).

Provided instruction and facilitation for ERPsim research study involving a "new hire" group from Phillips66

ISYS Department, 250 participants. (2015).

Guest speaker in ISYS 2103 (Spring, Hoehle) and 2 sections of ISYS 3293 (Spring and Summer, Bristow).

University of Arkansas - ERPsim, 130 participants. (November 2015).

Facilitated ERPsim Distribution Game in 2 sections of ISYS 2263 (approx 50 students each) and covered one class session of ERPsim competition in ISYS 5213 (approx 30 students).

ConocoPhillips, 23 participants. (July 2015).

Provided instruction and facilitation for ERPsim research study involving a "new hire" group from ConocoPhillips

Phillips66, 16 participants. (July 2015).

Provided instruction and facilitation for ERPsim research study involving a "new hire" group from Phillips66

ConocoPhillips, 36 participants. (July 2014).

Provided instruction and facilitation for ERPsim research study involving a "new hire" group from ConocoPhillips

Phillips66, 15 participants. (July 2014).

Provided instruction and facilitation for ERPsim research study involving a "new hire" group from Phillips66

University of Arkansas - ISYS Department, 10 participants. (June 2014).

Facilitated 3-day ERPsim faculty workshop at the University of Arkansas for ISYS faculty and Ph.D. students. Worked with Susan Bristow and Christina Serrano to design and deliver the workshop.

University of Arkansas - ERPsim, 50 participants. (February 2014).

Facilitated ERPsim manufacturing game for Dr. David Douglas' MBA Enterprise Systems class; supported ERPsim questions and requests for help as needed for ISYS 2263, WCOB 4213, and WCOB 5213

University of Arkansas - ERPsim, 350 participants. (January 2013 - November 2013).

Facilitated ERPsim Distribution Game as a full-week supplemental content module in most spring and fall sections of ISYS 2263 (7 sections total); provided some support for Extended Manufacturing Game as a 4-week project in ISYS 5433 (MBA Enterprise Systems)

University of Arkansas - ERPsim, 20 participants. (July 2013).

Covered 2 summer class sessions (6 hours) for Susan Bristow involving instruction and practice for the ERPsim extended manufacturing game.

ConocoPhillips, 24 participants. (July 2013).

Provided instruction and facilitation for ERPsim research study involving a "new hire" group from ConocoPhillips

Phillips66, 22 participants. (July 2013).

Provided instruction and facilitation for ERPsim research study involving a "new hire" group from Phillips66

Tyson Foods, Inc., 25 participants. (June 2013).

Provided instruction and facilitation for ERPsim research study involving a group of business professionals from Tyson Foods, Inc.

University of Arkansas - ERPsim, 250 participants. (January 2012 - November 2012).

Facilitated ERPsim Distribution Game as a full-week supplemental content module in all spring and fall sections of ISYS 2263 (4 sections total); facilitated Extended Manufacturing Game as a 4-week project in ISYS 5433 (MBA Enterprise Systems)

ConocoPhillips, 20 participants. (July 2012).

Provided instruction and facilitation for ERPsim research study involving a "new hire" group from ConocoPhillips

Phillips66, 25 participants. (July 2012).

Provided instruction and facilitation for ERPsim research study involving a "new hire" group from Phillips66

Business Analytics Certificate (ITRI/ExecEd), 14 participants. (January 2012).

Taught part two of a three part executive education certificate program on Business Intelligence. 2-day workshop covered database design, SQL, and data warehousing tools and techniques.

Received excellent feedback and evaluations.

Tyson Foods, Inc., 25 participants. (January 2012).

Provided instruction and facilitation for ERPsim research study involving a group of IS professionals from Tyson Foods, Inc.

University of Arkansas - ERPsim, 250 participants. (January 2011 - November 2011).

Facilitated ERPsim Distribution Game as a full-week supplemental content module in all spring and fall sections of ISYS 2263 (6 sections total)

ConocoPhillips, 25 participants. (July 2011).

Provided instruction and facilitation for ERPsim research study involving a "new hire" group from ConocoPhillips

SAP University Alliance, 16 participants. (January 2011).

Facilitated 4-day ERPsim faculty workshop at 2011 ERPsim Winter Workshops in Huntsville, TX.

SAP University Alliance, 20 participants. (December 2010).

Facilitated online "remote" ERPsim distribution game with faculty from multiple universities in preparation for 2011 ERPsim Winter Workshop.

Information Systems Department, 12 participants. (October 2010).

Facilitated ERPsim distribution game to introduce ISYS PhD students to the ERPsim game and discuss research opportunities.

ERPsim Labs, 30 participants. (September 2010).

Assisted in supporting online "remote" ERPsim distribution game facilitated by Gilbert Babin.

ConocoPhillips, 25 participants. (May 2010).

Provided instruction and facilitation for ERPsim research study involving a "new hire" group from ConocoPhillips

SAP University Alliance, 24 participants. (March 2010).

Assisted in supporting ERPsim Workshop at SAP Curriculum Congress, led by the ERPsim creators from HEC Montreal.

University of Arkansas, 40 participants. (January 2010 - March 2010).

Supported ERPsim in the MBA Enterprise Systems course taught by Christine Davis.

## **Professional Development**

Conference Attendance, "ICIS," Association for Information Systems, San Francisco, CA, United States. (December 2018).

Attended ICIS

Conference Attendance, "ICIS Doctoral Consortium," Association for Information Systems, Monterey, CA, United States. (December 2018).

Attended ICIS Doctoral Consortium

"Visiting Scholar Presentation - Jens Foerderer," University of Arkansas Department of Information Systems, Fayetteville, AR. (December 2018).

"Webinar - Null Hypothesis Testing and Bayesian Analysis," CARMA, Fayetteville, AR, United States. (October 2018).

CARMA webinar

Conference Attendance, "SAS Day," University of Arkansas, Fayetteville, AR, United States. (September 2018).

SAS Day morning speakers

"SAS Python Workshop," SAS, Fayetteville, AR. (September 2018).

Integrating SAS and Python

"Visiting Scholar Presentation - Paul Pavlou," University of Arkansas Department of Information Systems, Fayetteville, AR. (May 2018).

Conference Attendance, "Blockchain Conference," University of Arkansas, Fayetteville, AR, United States. (April 2018).

U of A Blockchain 1-day Conference

"Diversity Training," University of Arkansas, Fayetteville, AR, United States. (April 2018).

Diversity training conducted for the ISYS department.

Seminar, "IRB Lunch and Learn," Institutional Research - U of A, Fayetteville, AR, United States. (April 2018).

Ro Windwalker presented new IRB process highlights.

"Visiting Scholar Presentation - Ryan Wright," University of Arkansas Department of Information Systems, Fayetteville, AR. (March 2018).

Conference Attendance, "HICSS," HICSS, Waikoloa, HI, United States. (January 2018).

Attended HICSS

Conference Attendance, "HICSS Doctoral Consortium," HICSS, Waikoloa, HI, United States. (January 2018).

Attended HICSS Doctoral Consortium

Teaching/Learning Workshop, "EAB Cutting Edge Recruitment Strategies," Education Advisory Board (EAB), Fayetteville, AR, United States. (January 2018).

Cutting-Edge Recruitment Strategies: Competing on Student Outcomes to Attract Today's Career Changer  
Cutting-Edge Strategies for Turning Passive Interest into Program Enrollments

As marketing channels have become more crowded and expensive than ever, it's become increasingly challenging to capture the attention of today's prospective student. While technology advances enable consumers to spend more time online, they are increasingly distracted and skeptical. This presentation will examine how progressive institutions are using outcomes-focused marketing messages to highlight program value by identifying relevant career and learning outcomes and designing effective campaigns across channels. This study provides a special focus on attracting career changers – a substantial, largely untapped population of working professionals who are dissatisfied in their current role and are seeking a next step in their career, but aren't necessarily even considering or evaluating further education.

During the presentation, we'll focus on how you can attract the attention of would-be career changers, support their exploration of available professional opportunities, and use student stories to demonstrate program value as prospects independently build and prioritize their consideration sets.

In This Session, Participants Will Learn...

- What student-centric messaging and content strategies compel undecided career changers to consider pursuing a new field?
- How can we educate prospects on a new field and make the case for how the skills conferred in the program meet demonstrated labor demand?

- What strategies most effectively provide proof of program value as prospects independently build and prioritize their consideration sets

"Visiting Scholar Presentation - Sunil Mithas," University of Arkansas Department of Information Systems, Fayetteville, AR. (November 2017).

Conference Attendance, "Arkansas Digital Government Summit," State of Arkansas, Little Rock, AR. (September 2017).

Arkansas Digital Government Summit one-day conference

"Visiting Scholar Presentation - Mary Lacity," University of Arkansas Department of Information Systems, Fayetteville, AR. (September 2017).

Business of Blockchain

Conference Attendance, "Academy of Management," Academy of Management, Atlanta, GA. (August 2017).

Highly-regarded international conference in management

Conference Attendance, "OCIS Doctoral Consortium," Academy of Management, Atlanta, GA. (August 2017).

Applied, was accepted, and attended the Organizational Communications and Information Systems (OCIS) Doctoral Consortium at AOM 2017.

"SAS Text Mining," University of Arkansas, Fayetteville, AR. (May 2017).

Presented by Andre de Waal and James Harroun from SAS

Seminar, "Online Programs and Courses," University of Arkansas Global Campus, Fayetteville, AR. (April 2017).

Overview and updates on online program initiatives with Don Judges & team.

"Visiting Scholar Presentation - Sabyasachi Mitra," University of Arkansas Department of Information Systems, Fayetteville, AR. (April 2017).

"Visiting Scholar Presentation - Yuqing Ren," University of Arkansas Department of Information Systems, Fayetteville, AR. (April 2017).

Conference Attendance, "ASUG BI+ Analytics Conference," SAP, New Orleans, LA. (October 2016). Americas SAP User Group annual practitioner conference focusing on BI and analytics

Conference Attendance, "NWA Tech Summit," Bentonville/Bella Vista Chamber of Commerce, Rogers, AR. (October 2016).

Northwest Arkansas Technology Summit one-day conference

Conference Attendance, "AMCIS Doctoral Consortium," Association for Information Systems, San Diego, CA. (August 2016).

Applied, was accepted, and attended the AMCIS Doctoral Consortium - Mid-Stage Doctoral Student Track

Conference Attendance, "Americas Conference on System Sciences (AMCIS)," Association for Information Systems, San Diego, CA. (August 2016).

Highly-regarded international (Americas region) conference in our field

"Tech3Labs and ERPsim Visit," University of Arkansas. (July 2016).

Teaching and Research meetings with faculty and graduate students at HEC Montreal involving NeuroIS lab capabilities at Tech3Labs, and discussion/work on ERPsim for classroom and online use.

"SAS Visual Statistics," University of Arkansas, Fayetteville, AR. (April 2016).

Presented by Mike Speed and Tom Bohannon

"Visiting Scholar Presentation - Genevieve Bassellier," University of Arkansas Department of Information Systems, Fayetteville, AR. (April 2016).

"Visiting Scholar Presentation - Indranil Bardhan," University of Arkansas Department of Information Systems, Fayetteville, AR. (April 2016).

"Visiting Scholar Presentation - Mary Lacity," University of Arkansas Department of Information Systems, Fayetteville, AR. (April 2016).

"Visiting Scholar Presentation - Youngjin Yoo," University of Arkansas Department of Information Systems, Fayetteville, AR. (April 2016).

"Mathematical Models of Short-Term Memory," University of Arkansas, Fayetteville, AR. (March 2016). Zachary Kilpatrick from the University of Houston

"Visiting Scholar Presentation - Elise Labonte-LeMoyne," ISGSA. (March 2016).

"Visiting Scholar Presentation - Varun Grover," University of Arkansas Department of Information Systems, Fayetteville, AR. (March 2016).

Conference Attendance, "SAP Academic Conference Americas," SAP, San Diego, CA. (February 2016). Professional development and networking with other institutions using ERP in the classroom.

Conference Attendance, "Hawaii International Conference on System Sciences (HICSS)," University of Hawaii, Kauai, HI. (January 2016).  
Highly-regarded international conference in our field

Conference Attendance, "International Conference on Information Systems (ICIS)," Association for Information Systems, Fort Worth, TX. (December 2015).  
Premier international conference in our field

"RefWorks Workshop - Jonathan Torres," University of Arkansas, Fayetteville, AR. (August 2015).

NWA .NET User Group Meeting, "NWA .NET User Group Meeting - Developer Mixer," NWA Developers Group, Fayetteville, AR. (June 2015).  
Networking with professional developers in NWA

Conference Attendance, "Big XII+ MIS Research Symposium," Iowa State University, Ames, IA. (April 2015).  
Local IS research conference for Big XII and other invited schools

Conference Attendance, "SAP Academic Conference Americas," SAP, Phoenix, AZ. (April 2015).  
Professional development and networking with other institutions using ERP in the classroom.

"Visiting Scholar Presentation - Brent Scott," Department of Management. (April 2015).  
Publishing in AMJ

"Visiting Scholar Presentation - Marie-Claude Boudreau." (April 2015).

"Visiting Scholar Presentation - Thiagarajan Ravichandran." (March 2015).

"Visiting Scholar Presentation - Deborah Compeau." (February 2015).

"Webinar - A Glorious and Not-So-Short History of the Information Systems Field, Rudy Hirschheim," AIS. (February 2015).

Conference Attendance, "International Conference on Information Systems (ICIS)," Association for Information Systems. (December 2014).

Premier international conference in our field

"HLM Workshop - Likoebe Maruping," University of Arkansas, Fayetteville, AR. (November 2014).

"Research Presentation to ICBA - Viswanath Venkatesh." (November 2014).

"SAS Visual Analytics Workshop - Tom Bohannon," University of Arkansas, Fayetteville, AR. (November 2014).

"Visiting Scholar Presentation - Likoebe Maruping." (November 2014).

"Visiting Scholar Presentation - Thomas Kude." (November 2014).

"Visiting Scholar Presentation - Russ Johnson," Department of Management. (October 2014).  
Publishing in AMR, tips from an associate editor

Conference Attendance, "Big XII+ MIS Research Symposium," University of Oklahoma, Norman, OK.  
(April 2014).

Local IS research conference for Big XII and other invited schools

CTE Panel, "CTE Teaching Panel," Center for Teaching Effectiveness, Fayetteville, AR. (February 2014).  
Online teaching methods and best practices

"Visiting Scholar Presentation - Amrit Tiwana." (February 2014).

Seminar, "TFSC Faculty Luncheon - Blackboard," TFSC, Fayetteville, AR. (December 2013).  
Abi Moser - Blackboard: What's New? What's Easy?

TFSC Luncheon, "TFSC Dead Day Luncheon," TFSC, Fayetteville, AR. (December 2013).  
Our Best Approaches to Enhancing Learning on Campus -various presenters

"Visiting Scholar Presentation - Suprateek Sarker," Information Systems, Fayetteville, AR. (November 2013).

Seminar, "IBM Academic Initiative Role in Developing Big Data, Analytics, Mobile and Security Curriculum," IBM, Fayetteville, AR. (September 2013).

Valinda Kennedy

Conference Attendance, "Teaching Camp," TFSC, Petit Jean, AR. (August 2013).  
Deep learning & various other topics

"ERPsims Level 2 Training," HEC Montreal. (June 2013).

Training class to lean advanced instruction and techniques for ERPsims, and updates to system and curriculum

Conference Attendance, "Big XII+ MIS Research Symposium," Oklahoma State University, Stillwater, OK. (April 2013).

Local IS research conference for Big XII and other invited schools

Keynote Presentation, "Steve Wozniak," University of Arkansas, Fayetteville, AR. (April 2013).  
Presented at Barnhill Arena

"Visiting Scholar Presentation - Xiaojun Zhang," Information Systems, Fayetteville, AR. (April 2013).

"Visiting Scholar Presentation - Arvind Malhotra," Information Systems, Fayetteville, AR. (March 2013).

"Visiting Scholar Presentation - Rudy Hirschheim." (March 2013).

Conference Attendance, "SAP Academic Conference Americas," SAP, Milwaukee, WI. (February 2013).

Professional development and networking with other institutions using ERP in the classroom.

"Visiting Scholar Presentation - Saonee Sarker," Information Systems, Fayetteville, AR. (January 2013).

"Winter Teaching Symposium," TFSC, Fayetteville, AR. (January 2013).  
Civility and Collegiality

TFSC Luncheon, "TFSC Dead Day Luncheon," TFSC, Fayetteville, AR. (December 2012).  
Who are our Students?

"Advanced Powerpoint," Graduate School of Business, Fayetteville, AR. (November 2012).  
Half-day workshop on advanced Powerpoint techniques

"Online Program Development," Global Campus, Fayetteville, AR. (October 2012).  
Workshop with Dr. Tawnya Means

Seminar, "Understanding the Interplay of Habits and Organizational Routines in Telehealth  
Implementations," Information Systems, Fayetteville, AR. (October 2012).  
Research seminar/presentation

"Web-based Proctoring Technology Demonstration," Global Campus, Fayetteville, AR. (October 2012).  
Demos from multiple vendors of online proctoring products and services

CTE Luncheon, "CTE Luncheon," Center for Teaching Effectiveness, Fayetteville, AR. (September 2012).  
Technology Showcase

"HLM Workshop," Information Systems, Fayetteville, AR. (September 2012).  
Full-day Saturday workshop on Hierarchical Linear Modeling facilitated by Likoebe Maruping

Seminar, "Online Programs," AACSB, Tampa, FL. (September 2012).  
AACSB seminar on developing and managing online programs

Continuing Education Program, "Speed Reading Skills," UA Global Campus / Continuing Education,  
Fayetteville, AR. (July 2012 - August 2012).  
Advanced/speed reading skills

Conference Attendance, "Teaching Camp," TFSC, Petit Jean, AR. (July 2012).  
Online learning & various other topics

"ERP Configuration with Global Bike," SAP, Chico, CA. (June 2012).  
SAP University Alliance Summer Workshop; topics included configure of SAP in the new standard Global  
Bike (GBI) environment

Dissertation Proposal & Defenses, "ISYS Ph.D. Candidate Presentations," Information Systems,  
Fayetteville, AR. (May 2012).  
Brattin - 3/28 (defense)  
Hassel- 5/31 (proposal)  
Conway 5/31 (defense)

Seminar, "Pinnacle of Online Learning," Graduate School of Business, Fayetteville, AR. (May 2012).  
MBA student perspectives on online learning

CTE Luncheon, "CTE Luncheon," Center for Teaching Effectiveness, Fayetteville, AR. (April 2012).  
Teaching Tips

TFSC Luncheon, "TFSC Dead Day Luncheon," TFSC, Fayetteville, AR. (December 2011).  
The Privilege of Teaching

Conference Attendance, "Teaching Camp," TFSC, Petit Jean, AR. (July 2011 - August 2011).  
Academic Integrity & various other topics

"GBI 2.0," Enterprise Systems, Fayetteville, AR. (July 2011).  
Training class to familiarize ERP faculty at the UA with the new GBI 2.0 environment for use in the ERP  
Fundamentals course

Professor Leader Forum, "ConocoPhillips Professor Leader Forum," ConocoPhillips, Bartlesville, OK.  
(July 2011).  
Networking and idea-sharing with ConocoPhillips leaders and faculty from schools selected by  
ConocoPhillips

IIBA Chapter Meeting, "IIBA Chapter Meeting," IIBA, Rogers, AR. (May 2011).  
Formation of NWA IIBA Chapter

NWA .NET User Group Meeting, "NWA .NET User Group Meeting - Planning Poker," NWA .NET User  
Group, Bentonville, AR. (April 2011).  
Project Management and work estimation techniques

Conference Attendance, "SAP Curriculum Congress '11," SAP, Monterey, CA. (March 2011).  
Professional development and networking with other institutions using ERP in the classroom.

"Winter Teaching Symposium," TFSC, Fayetteville, AR. (January 2011).  
Teaching with Technology: Pedagogy, Potential, Pitfalls + breakout sessions

TFSC Luncheon, "TFSC Dead Day Luncheon," TFSC, Fayetteville, AR. (December 2010).  
Assisting Distressed Students

AACSB Accreditation Luncheon, "AACSB Accreditation Luncheon," WCOB, Fayetteville, AR.  
(November 2010).

The Executive Committee is pleased to present Dr. Kathryn Martell (Ph.D. University of Maryland), a  
nationally-known expert on the topic of assessing student learning. Since the new accreditation  
standards were passed in 2003, Dr. Martell has worked closely with AACSB to help schools meet the  
Assurance of Learning Standards. She has trained more than 900 faculty and administrators from more  
than 250 universities and edited the publication "Assessment of Student Learning in Business Schools:  
Best Practices Each Step of the Way."

Dr. Martell will be on campus Monday, November 29, working with our faculty committees to review our  
Assurance of Learning status and she will provide suggestions regarding how we can make  
improvements. She will also speak to the entire faculty regarding AACSB standards, best practices in  
assessment and simple procedures you can put into place to make the assessment process easier.

Conference Attendance, "SAS Day," SAS, Fayetteville, AR. (November 2010).  
SAS Day, Friday, November 12, 2010  
8:00 am – 8:15 am sign in – coffee and juice  
SAS Day Opening 8:15 am - 8:30 am : Welcome and Agenda overview -- TBA  
8:30 am – 10:10 am – Introduction to Data Mining with SAS Enterprise Miner  
10:10 am - 10:30 am - Break  
10:30 am – 11:20 SAS Enterprise Guide for Analytics – Target students in intro statistics  
11:30 am to 12:15 pm – Dr. Jim Goodnight presentation  
12:15 pm – 1:30 – Lunch  
1:30 pm – 2:20 pm - Teradata/Sam's demonstration of SAS in database data mining  
2:30 pm – 3:20 pm – University of Arkansas demonstration of SAS Data Warehouse  
3:20 pm – 3:30 pm – Break  
3:30 pm – 4:20 pm – Introduction to SAS Forecast Studio, Advanced Analytics and demo SAS/ACCESS  
at the University of Arkansas

"ITRI Business Intelligence Roundtable," ITRI, Fayetteville, AR. (November 2010).

A Roundtable on Business Intelligence (BI) has been scheduled for Monday, November 8, 2010 from 10:00 am – 2:00 pm. The roundtable will be held in the Wal-Mart Executive Boardroom on the 5th floor of Willard W. Walker Hall and will be facilitated by Melody Playford of Dillard's. This event provides our board member companies to discuss topics among each other in a very open atmosphere.

Academic Honesty Luncheon, "Academic Honesty Luncheon," Center for Teaching Effectiveness, Fayetteville, AR. (October 2010).

An Honest Discussion About Academic Dishonesty  
Friday, October 15th in WJWH 427 11:30-12:30

Ro Di Brezzo, chair of the Faculty Senate, has named an ad hoc task force to review and revise the university's Student Academic Honesty Code. Paul Cronan is co-chairing this important effort, with plans to bring a revised Student Academic Honesty Code to the Faculty Senate for review this fall.

ERPsim BI Lunch, "ERPsim BI Lunch," ERPsim Labs, Fayetteville, AR. (October 2010).  
Preview & Discussion of new BI tools under development with ERPsim

"ISYS Department Colloquium," ISYS Department, Fayetteville, AR. (September 2010).  
Title: "ERPsim : A platform for multi-method experimental research in IS"

Presenter: Dr. Pierre-Majorique Leger, HEC Montreal

IT Executive Forum, "IT Executive Forum," ITRI, Fayetteville, AR. (September 2010).

NWA .NET User Group Meeting, "IOC, OOP, and Software Architecture," NWA .NET User Group, Bentonville, AR. (September 2010).

Matt Hinze talks about inversion of control, object-oriented principles, software architecture and how to develop quality software very quickly. In this intermediate to advanced level talk, Matt presents the basics of IOC in C# and codes live several interesting usage patterns...

NWA .NET User Group Meeting, "Task Estimation with Planning Poker," NWA .NET User Group, Bentonville, AR. (September 2010).

Planning Poker is a consensus-based estimation technique for estimating, mostly used to estimate effort or relative size of tasks in software development . It is a variation of the Wideband Delphi method. In this session you will learn not only what planning poker is but how to facilitate it with your team. Using Planning Poker to estimate task on your project is not only accurate its fun.

TFSC Luncheon, "Our International Students: Enrollment, Retention, and Resources," TFSC, Fayetteville, AR. (September 2010).

"Baum Teaching Workshop," TFSC, Fayetteville, AR. (August 2010).  
"Exploring Academic Integrity: Where Can We Go from Here?"

"Blackboard Training Workshops," UITs, Fayetteville, AR. (August 2010).  
Blackboard 9.1 Introduction, Content Management, and Assessment

Conference Attendance, "CyberInfrastructure Days," University of Arkansas, Fayetteville, AR. (May 2010).

University of Arkansas hosted Cyberinfrastructure Days to promote available cyberinfrastructure capabilities and resources and to engage faculty and students in the use of these resources to advance research and education.

TFSC Luncheon, "Dead Day Luncheon," TFSC, Fayetteville, AR. (April 2010).  
Underprepared Students

ITRI Brownbag Luncheon, "GDH Consulting Brownbag Luncheon," ITRI, Fayetteville, AR. (March 2010).

This time allows companies to sharing information about their organization. It is our hope that this will increase the dialog between the company and the U of A.

## **Teaching Honors and Awards**

Student Feedback, University of Arkansas, Teaching, (2018).

Various positive student feedback/recognitions received throughout the year over e-mail and evaluation comment sections - see supplementary documents for details.

Beta Gamma Sigma - Favorite Professor, Beta Gamma Sigma, Teaching, (2017).

Invited to the annual Beta Gamma Sigma initiation banquet as the favorite professor of Terrill Standifer and Nick Lenz (Professional MIS)

Student Feedback, University of Arkansas, Teaching, (2017).

Various positive student feedback/recognitions received throughout the year over e-mail and evaluation comment sections - see supplementary documents for details.

Outstanding Lecturer (Adjunct), Sam M. Walton College of Business, Teaching, (2016).

Selected as the 2015 outstanding lecturer for the Walton College

Student Feedback, University of Arkansas, Teaching, (2016).

Various positive student feedback/recognitions received throughout the year over e-mail and evaluation comment sections - see supplementary documents for details.

Beta Gamma Sigma - Favorite Professor, Beta Gamma Sigma, Teaching, (2015).

Invited to the annual Beta Gamma Sigma initiation banquet as the favorite professor of Jasleen Bhatia (MIS), Wesly Clark (Professional MIS) and Nanda Nair (Professional MIS).

Student Feedback, University of Arkansas, Teaching, (2015).

Various positive student feedback/recognitions received throughout the year over e-mail and evaluation comment sections - see supplementary documents for details.

Beta Gamma Sigma - Favorite Professor, Beta Gamma Sigma, Teaching, (2014).

Invited to the annual Beta Gamma Sigma initiation banquet as the favorite professor of Sonali Arab (MIS) and Vinod Sivagnanam (MIS).

Student Feedback, University of Arkansas, Teaching, (2014).

Various positive student feedback/recognitions received throughout the year over e-mail and evaluation comment sections - see supplementary documents for details.

Beta Gamma Sigma - Favorite Professor, Beta Gamma Sigma, Teaching, (2013).

Invited to the annual Beta Gamma Sigma initiation banquet as the favorite professor of Rasul Aggarwal (MBA), and Bin Liu (also MBA) if I recall, but can't find confirmation for Bin.

Student Feedback, University of Arkansas, Teaching, (2013).

Various positive student feedback/recognitions received throughout the year over e-mail and evaluation comment sections - see supplementary documents for details.

Beta Gamma Sigma - Favorite Professor, Beta Gamma Sigma, Teaching, (2012).

Invited to the annual Beta Gamma Sigma initiation banquet as the favorite professor of 3 inductees: Sally Nguyen (Accounting undergraduate), Dawa Lama Tamang (full-time MIS), and Ed Spaunhurst (Professional MIS).

Student Feedback, University of Arkansas, Teaching, (2012).

Various positive student feedback/recognitions received throughout the year over e-mail and evaluation comment sections - see supplementary documents for details.

Student Feedback, University of Arkansas, Teaching, (2011).

Various positive student feedback/recognitions received throughout the year over e-mail and evaluation comment sections - see supplementary documents for details.

Student Feedback, University of Arkansas, Teaching, (2010).

Various positive student feedback/recognitions received throughout the year over e-mail and evaluation comment sections - see supplementary documents for details.

## **RESEARCH**

### **Editorial Activities**

"Proceedings of the 52nd Hawaii International Conference on System Sciences", Invited Manuscript Reviewer, International. (July 2018).

Conducted review, paper was not of sufficient quality for HICSS.

"Proceedings of the 39th International Conference on Information Systems", Invited Manuscript Reviewer, International. (June 2018).

Conducted 2 reviews, recommended one for revision, and the other paper was not of sufficient quality for ICIS.

"Journal of the Association for Information Systems", Invited Manuscript Reviewer, International. (April 2018).

Paper was relevant and showed promise for a significant contribution - recommended a major revision.

"Information & Management", Invited Manuscript Reviewer, International. (February 2018).

"Proceedings of the 51st Hawaii International Conference on System Sciences", Invited Manuscript Reviewer, International. (July 18, 2017).

Conducted review, paper was not of sufficient quality for HICSS.

"Proceedings of the 38th International Conference on Information Systems", Invited Manuscript Reviewer, International. (June 3, 2017).

Conducted review, paper was not of sufficient quality for ICIS.

"Proceedings of the 50th Hawaii International Conference on System Sciences", Invited Manuscript Reviewer, International. (July 21, 2016).

Conducted review, paper was not of sufficient quality for HICSS.

"Proceedings of the 37th International Conference on Information Systems", Invited Manuscript Reviewer, International. (June 7, 2016).

Conducted review, paper was not of sufficient quality for ICIS.

"AIS Transactions on Human-Computer Interaction", Invited Manuscript Reviewer, International. (January 21, 2016).

Paper lacked important elements to make a suitable contribution in the journal; provided comments and suggestions for improvement.

"Proceedings of the 36th International Conference on Information Systems", Invited Manuscript Reviewer, International. (June 6, 2015).

Conducted review, paper was not of sufficient quality for ICIS.

"International Journal of Accounting Information Systems", Invited Manuscript Reviewer, International. (April 15, 2015).

Paper was of insufficient quality for publication in this journal.

"MWAIS 2015 Proceedings", Midwest Association for Information Systems, Invited Manuscript Reviewer, International. (March 13, 2015).

Paper was not very good, but a good idea. MWAIS is a good conference for budding authors to further develop ideas.

"Information & Management", Invited Manuscript Reviewer, International. (December 27, 2014).

"Proceedings of the 35th International Conference on Information Systems", Invited Manuscript Reviewer, International. (June 1, 2014).

Conducted review, paper was not of sufficient quality for ICIS.

"Integrated Business Processes with ERP Systems", Wiley Publishing, Ad Hoc Reviewer, International. (March 29, 2010 - April 9, 2010).

Reviewed pre-release edition of the textbook "Integrated Business Processes with ERP Systems" by Magal & Word.

## Presentations Given

Mullins, J. K. (Presenter & Author), Sabherwal, R. (Author Only), Hawaii International Conference on System Sciences (HICSS), "Beyond Enjoyment: A Cognitive-Emotional Perspective of Gamification," Waikoloa Village, HI. (January 4, 2018).

The success of gamified systems depends on their ability to engage players by eliciting both positive and negative emotions, but little guidance exists on creating emotional experiences through gamified design. This paper reviews work in psychology and neuroscience to highlight the interactive processes of cognition and emotion, and describes their relevance to gamification. Drawing on a model of the cognitive structure of emotions, and the mechanics-dynamics-emotions (MDE) framework for gamification, this paper advances a cognitive-emotional perspective on gamification and provides general propositions and directions for future research.

Mullins, J. K. (Presenter & Author), OCIS Doctoral Consortium, "Getting Serious about Games: A Study of Work and Play through Information Systems," Academy of Management, Atlanta, GA. (August 5, 2017).

Mullins, J. K. (Presenter & Author), ISYS 601V - Graduate Colloquium, "Game On! The Influence of Performance-based Design Elements on Engagement and Attitudes," UA ISYS Department. (October 21, 2016).

Serious games and gamification offer opportunities for organizations to engage their stakeholders in a variety of ways. Research on these phenomena has uncovered an array of positive, mixed, and negative outcomes associated with the use of game design elements in non-gaming contexts. Further, research in this area is nascent and largely atheoretical with calls for greater theorizing and attention to context when doing so. To address the practical challenges, prior empirical findings, and calls for theory, we develop a mid-range theory by extending the nomological network of cognitive absorption and IS acceptance to include elements of game design and IS use behaviors. We test this model using a combination of longitudinal and cross-sectional analyses of data from 232 individuals in the context of a serious game using a real-world enterprise resource planning (ERP) system. Results indicate general support for the proposed model, highlighting the additive and differential effects of two performance-based game design elements and suggesting boundary conditions for some previously accepted relationships in the context of serious games.

Bristow, S. E. (Presenter & Author), Serrano, C. I. (Author Only), Mullins, J. K. (Presenter & Author), SAP Academic Conference Americas, "Online versus Flipped Learning: Understanding Factors that Shape Student Success in an ERP Fundamentals Course," San Diego, CA. (February 17, 2016).

Mullins, J. K. (Presenter & Author), Cronan, P. (Author Only), ISYS 601V - Graduate Colloquium, "Game Changer? Making a Difference in ERP Knowledge, Self-Efficacy, and Attitudes through an Immersive Intervention," UA ISYS Department. (October 15, 2015).

This study assesses the effectiveness of an ERP simulation intervention to influence ERP knowledge, self-efficacy, perceived ease of use, perceived usefulness, and attitude. ERP knowledge is conceptualized and operationalized as a second-order formative construct with three reflective dimensions: business process knowledge, enterprise systems knowledge, and transaction skill knowledge. Additionally, a model is developed based on predominant theories of IS acceptance and tested using survey data and an intervention in which 248 professionals from three different organizations use a real-world ERP system to manage virtual manufacturing firms in an accelerated real-time competitive simulation game. Using PLS SEM, results support the proposed model, suggesting that ERP knowledge is an important antecedent of ERP self-efficacy, perceived ease of use, perceived usefulness, and attitude.

Mullins, J. K., ITRI Executive Board Meeting, "Game Changer? Making a Difference in ERP Knowledge, Self-Efficacy, and Attitudes through an Immersive Intervention," Information Technology Research Institute. (October 1, 2015).

This study assesses the effectiveness of an ERP simulation intervention to influence ERP knowledge, self-efficacy, perceived ease of use, perceived usefulness, and attitude. ERP knowledge is conceptualized and operationalized as a second-order formative construct with three reflective dimensions: business process knowledge, enterprise systems knowledge, and transaction skill knowledge. Additionally, a model is developed based on predominant theories of IS acceptance and tested using survey data and an intervention in which 248 professionals from three different organizations use a real-world ERP system to manage virtual manufacturing firms in an accelerated real-time competitive simulation game. Using PLS SEM, results support the proposed model, suggesting that ERP knowledge is an important antecedent of ERP self-efficacy, perceived ease of use, perceived usefulness, and attitude.

Mullins, J. K. (Presenter & Author), Sabherwal, R. (Author Only), International Conference on Information Systems (ICIS), "How Much Information is Too Much? Effects of Computer Anxiety and Self-Efficacy," Association for Information Systems (AIS). (December 16, 2014).

Decision makers' cognitive capabilities cannot keep pace with the ongoing exponential growth in the available amount of data. Seeking to understand the resulting consequences, this paper addresses three research questions: How does information load in teams affect decision quality in the context of an integrated information system? How do the attributes of team members affect decision quality? How do the attributes of team members moderate the effects of information load in teams on decision quality? Building on prior literature, the proposed research model includes a curvilinear relationship between information load and decision quality, moderated by the decision-makers' computer self-efficacy (CSE) and computer anxiety. The model is tested using empirical data from 95 dyads making decisions within a business simulation. The results generally support the research model. More specifically, information load has a curvilinear relationship with decision quality, which is attenuated and reinforced by CSE and computer anxiety, respectively.

Mullins, J. K. (Presenter & Author), Sabherwal, R. (Author Only), ISYS 601V - Graduate Colloquium, "How Much Information is Too Much? Effects of Computer Anxiety and Self-Efficacy," UA ISYS Department. (October 14, 2014).

Decision makers' cognitive capabilities cannot keep pace with the ongoing exponential growth in the available amount of data. Seeking to understand the resulting consequences, this paper addresses three research questions: How does information load in teams affect decision quality in the context of an integrated information system? How do the attributes of team members affect decision quality? How do the attributes of team members moderate the effects of information load in teams on decision quality? Building on prior literature, the proposed research model includes a curvilinear relationship between information load and decision quality, moderated by the decision-makers' computer self-efficacy (CSE) and computer anxiety. The model is tested using empirical data from 95 dyads making decisions within a business simulation. The results generally support the research model. More specifically, information load has a curvilinear relationship with decision quality, which is attenuated and reinforced by CSE and computer anxiety, respectively.

Mullins, J. K. (Presenter & Author), Sabherwal, R. (Author Only), Big XII+ MIS Research Symposium, "Information Systems as Conduits for Information Flow: A Communication Framework of System Usage for Decision Making," University of Oklahoma, Norman, OK. (April 6, 2014).

The ability to effectively leverage information systems and data resources for decision making has become a key differentiator in successful organizations. Decision makers must be competent and confident in their use of information systems to gather, analyze, and act on data available to them through integrated enterprise systems. They must also be able to effectively communicate with others in their organization, in an adjacent cubicle or halfway across the world, to exchange information. Drawing upon the literature in the areas of cybernetic communication and human information processing, this paper develops a communication framework to model the circular and causal process of system usage that includes: gathering information about a current state; interpreting information into a problem space; deciding on a course of action to move closer to a desired state; enacting the decision; and subsequently gathering information to assess the impacts and updated state. Characteristics of decision makers are proposed to influence the processes by which communication into and out of IS impact performance in an IS-enabled decision making context, and the effect of media synchronicity on communication through IS in this context is also explored. The model is tested using data collected from individuals and dyads competing in a simulation game using SAP®, a market-leading Enterprise Resource Planning (ERP) system, to manage virtual organizations in an accelerated real-time environment. Performance for each dyad is analyzed as longitudinal panel data, with results generally supporting the proposed model and explaining 41 percent of the variance in operational performance. Implications for research and practice are discussed.

Mullins, J. K. (Presenter & Author), Sabherwal, R. (Author Only), ISYS 601V - Graduate Colloquium, "Information Systems as Conduits for Information Flow: A Communication Framework of System Usage for Decision Making," UA ISYS Department. (March 21, 2014).

The ability to effectively leverage information systems and data resources for decision making has become a key differentiator in successful organizations. Decision makers must be competent and confident in their use of information systems to gather, analyze, and act on data available to them through integrated enterprise systems. They must also be able to effectively communicate with others in their organization, in an adjacent cubicle or halfway across the world, to exchange information. Drawing upon the literature in the areas of cybernetic communication and human information processing, this paper develops a communication framework to model the circular and causal process of system usage that includes: gathering information about a current state; interpreting information into a problem space; deciding on a course of action to move closer to a desired state; enacting the decision; and subsequently gathering information to assess the impacts and updated state. Characteristics of decision makers are proposed to influence the processes by which communication into and out of IS impact performance in an IS-enabled decision making context, and the effect of media synchronicity on communication through IS in this context is also explored. The model is tested using data collected from individuals and dyads competing in a simulation game using SAP®, a market-leading Enterprise Resource Planning (ERP) system, to manage virtual organizations in an accelerated real-time environment. Performance for each dyad is analyzed as longitudinal panel data, with results generally supporting the proposed model and explaining 41 percent of the variance in operational performance. Implications for research and practice are discussed.

Mullins, J. K. (Presenter & Author), ISYS 601V - Graduate Colloquium, "A Communication Framework of IT Usage," UA ISYS Department. (October 8, 2013).

The ability to effectively leverage information systems and data resources for decision-making has become a key differentiator in successful organizations. Knowledge workers must be competent, confident, and innovative in their use of information systems to gather, analyze, and act on data available to them through integrated enterprise systems. They must also be able to effectively communicate with others in their organization, in an adjacent cubicle or halfway across the world, to exchange knowledge and share information and insights. This study explores the effects of individual IT attributes and aspects of system use on dyad performance in a complex task environment, and investigates the moderating effects of lean media communication on the relationships of those factors to task performance. Drawing on previous research of individual IT attributes (computer self-efficacy, computer anxiety, personal innovativeness, and computer playfulness), and following a staged approach to develop a

contextualized model of system usage as a framework of cybernetic and socio-psychological communication, a model is proposed to explain task performance in a simulated business environment. The model is extended to include the effects of lean-media communication on relationships to performance. The model is tested using data collected from individuals and dyads competing in a simulation game using SAP®, a market-leading Enterprise Resource Planning (ERP) system, to manage virtual organizations in an accelerated real-time environment. Quarterly performance for each dyad is analyzed as longitudinal panel data, with results generally supporting the model and explaining 24-30% of the variance in dyad performance. This study proposes a communication framework through which system usage can be measured, illuminates the effects of lean-media communication on performance-affecting factors, and advances understanding of how individual IT attributes and system use affect outcomes.

Mullins, J. K. (Presenter Only), Cronan, P. (Leader), Shah, V. S. (Presenter Only), Hammer, B. (Presenter Only), University of Arkansas, "Teachable Moments: Freshman Attitudes and Knowledge "Changing the AI Culture", University of Arkansas. (November 29, 2012).

Presented initial results of Fall 2012 Academic Integrity research study to senior university administrators.

## **Publications - Research Related**

*Journal Article (Paper Under Review)*

Mullins, J. K., Cronan, P. "Game Changer: Using Gamified Enterprise Systems Training to Promote Self-Efficacy and Attitudes through Knowledge".

*Journal Article (Revise and Resubmit)*

Mullins, J. K., Sabherwal, R. "Game On! The Influence of Performance-Based Design Elements on Engagement and Attitudes". Second round review.

Serious games and gamification offer opportunities for organizations to engage their stakeholders in a variety of ways, but high failure rates and a lack of guidance pose serious challenges. Research on these phenomena has uncovered an array of positive, mixed, and negative outcomes associated with the use of game design elements in non-gaming contexts. However, research in this area is nascent with calls for greater theorizing and attention to context. To address the practical challenges, the inconsistent empirical findings, and the calls for theory, we develop a model that explains the impacts of common performance-based game design elements (i.e., points and ranking) on behavioral and perceptual outcomes in a serious game context. In doing so, we extend the nomological network of cognitive absorption and IS acceptance to include elements of game design and IS use behaviors. We test this model through longitudinal and cross-sectional analyses of data from 259 individuals using a real-world enterprise resource planning (ERP) system. Results indicate general support for the proposed model, highlighting the differential effects of the two performance-based game design elements and suggesting boundary conditions for some previously accepted relationships in the context of serious games.

*Conference Proceeding (Accepted)*

Mullins, J. K., Sabherwal, R. "Beyond Enjoyment: A Cognitive-Emotional Perspective of Gamification". Proceedings of the 51st Hawaii International Conference on System Sciences, New York, NY. January (1st Quarter/Winter) 2018.

The success of gamified systems depends on their ability to engage players by eliciting both positive and negative emotions, but little guidance exists on creating emotional experiences through gamified design. This paper reviews work in psychology and neuroscience to highlight the interactive processes of cognition and emotion, and describes their relevance to gamification. Drawing on a model of the cognitive structure of emotions, and the mechanics-dynamics-emotions (MDE) framework for gamification, this paper advances a cognitive-emotional perspective on gamification and provides general propositions and directions for future research.

*Journal Article (Revise and Resubmit)*

Mullins, J. K., Sabherwal, R. "Beyond Information: Cognitive Overload in Decision Making".

In making decisions, organizations need information. They rely on individuals and teams, who have cognitive limitations, resulting in a tension with organizational access to increasing amounts of information. Therefore, this paper investigates the relationship between information volume and decision performance, especially the potential for cognitive overload, and how decision makers' dispositional attributes – computer self-efficacy, computer anxiety, and learning goal orientation – influence this relationship. We develop a theoretical model using cognitive load, information processing, and social cognitive theories. Empirical data on system use behaviors and decision outcomes is collected over time from 117 dyads, who used an enterprise resource planning system to make decisions for a competitive virtual firm in a business simulation, and supplemented with survey data. The results support the theoretical model, indicating a curvilinear relationship between information volume and decision performance, which is reinforced by decreasing computer self-efficacy, increasing computer anxiety, and increasing learning goal orientation.

*Conference Proceeding (Published)*

Mullins, J. K., Sabherwal, R. "How Much Information is Too Much? Effects of Computer Anxiety and Self-Efficacy". Proceedings of the International Conference on Information Systems, Atlanta, GA. December 2014.

## **Educationally Related Presentations and Workshops**

"About Your Data...", presented at Arkansas Digital Government Summit, State, Sponsored by State of Arkansas, Accepted. (September 13, 2017).

Invited to speak on data integration and data quality alongside Richard Wang (MIT, Arkansas CDO) and Doug Palette (Cisco Systems).

Abstract: The key to superlative information management is accurately determining the nature of the data, including where it came from, where it resides, its format, who owns it, who plans to use it, and how it will be accessed and used. These questions can be tedious and even painful to answer but they are critical steps to optimizing security and getting the most out of analytics. This session focuses on building a solid foundation through effective data management.

"Discussing what University Students Learn About Analytics", presented at ASUG BI+ Analytics Conference, International, Sponsored by SAP, Accepted. (October 20, 2016).

Invited to participate as a panelist alongside faculty from University of Texas Dallas, Georgia College & State University, and Southern University and A&M

"Analytics & Education: A Two-way Street", presented at NWA Tech Summit, State, Sponsored by Bentonville/Bella Vista Chamber of Commerce, Accepted. (October 7, 2016).

Invited and proposal accepted for a panel on analytics and higher education.

"Online Delivery of ERPsim", presented at HEC Montreal Luncheon, Local, Sponsored by HEC Montreal, Accepted. (July 14, 2016).

Sharing experiences from online delivery of the ERPsim game. Joined via Skype by Susan Bristow and Christina Serrano.

"Business Analytics and Big Data - Available Resources; Preparing the Next Generation of Knowledge Workers", presented at Hawaii International Conference on Systems Sciences, International, Sponsored by IEEE, Accepted. (January 5, 2016).

"Pen & Paper/iPad/Smart Phone", presented at Dead Day Teaching Symposium, Local, Sponsored by University of Arkansas TFSC, Accepted. (May 2, 2014).

Discussing and illustrating how technology can enhance curriculum and learning, covering options for different levels of technology comfort and different ways in which technology can be used.

"Online Learning Methodology", presented at Teaching Camp, Local, Sponsored by University of Arkansas TFSC, Accepted. (August 6, 2013).

Sharing experiences from blended and online delivery courses, emphasizing a "no compromise" approach to developing and teaching online while recognizing the strengths and limitations of online delivery.

"Integration of ERPsims and GBI Curricula", presented at ERPsims Workshop, Level 2 Training, International, Sponsored by HEC Montreal, Accepted. (June 12, 2013).

As an attendee at the workshop, and a long-time partner with HEC, I was asked during the workshop to present our unique approach to integrating the ERPsims game with Global Bike, Inc. (GBI) lab exercises in our curriculum.

"Introduction to SAP ERP Workshop", presented at SAP Workshops, Invited. (November 14, 2012).  
Invited to conduct a workshop in January 2013, but was unable to accept the invitation due to competing commitments

"Continuing Education in Information Technology", presented at NWA .NET User Group Meeting, Local, Sponsored by NWA .NET User Group, Accepted. (October 12, 2010).

In the IT field, you have to keep learning. Whether you keep learning because you want to, or because you have to (if you don't, someone else will), many options exist for IT professionals to expand the breadth and depth of their skill sets. This presentation will explore several different options for continuing education in the IT field, including self-learning, traditional training, conferences, and a couple of interesting part-time graduate school programs.

"ERPsims Webinar", presented at ERPsims Webinar, International, Sponsored by ERPsims Labs / HEC Montreal / SAP, Accepted. (October 8, 2010).

Co-presented an ERPsims Overview webinar with Pierre-Majorique Leger from HEC Montreal.

"Continuing Education in Information Systems", presented at Arkansas DIS Employee Forums, State, Sponsored by Arkansas Department of Information Systems, Accepted. (July 8, 2010).

Presented information on part-time programs in Information Systems as a featured guest speaker at employee forums.

"Certificate Program Opportunities", presented at Arkansas Academy of Computing Meeting, State, Sponsored by Arkansas Academy of Computing, Accepted. (April 10, 2010).

Presentation of ERP & BI Certificate opportunities in WCOB undergraduate and graduate programs

## **Research Honors and Awards**

Doctoral Consortium - HICSS, HICSS, Scholarship/Research, International, (2018).  
HICSS 2018 Doctoral Consortium - applied, was accepted, and attended.

Doctoral Consortium - ICIS, Association for Information Systems, Scholarship/Research, International, (2018).

ICIS 2018 Doctoral Consortium - applied, was accepted, and attended the premier consortium event in our field.

## **SERVICE**

### **Consulting**

For Profit Organization, Moez Limayem; Sam M. Walton College of Business, University of, AR. (August 2010 - December 2011).

Designed and developed a movie "recommendation agent" to assist in research experiments.

Academic, ERPsims Labs, Montreal, CA. (April 2010 - November 2010).

Key contributor to redesigned ERPsims game payment model, and assisted in continued development of ERPsims related knowledge assessment instruments.

## University Service

### College/School

Enterprise Systems Dataset Updates, Enterprise Systems. (2018).

Revamped Sam's Club and Dillard's enterprise data sets to maximize data integrity and quality, clarify models, and clean up documentation.

Faculty Participant, Misc. Analytics Service. (2018).

\* Presentation/promotion of analytics classes during MACC orientation 8/16

\* Tyson Analytics Community Summit presentation 11/15

\* Tyson meeting for analytics collaboration brainstorming 12/19

\* EMBA info session for analytics focus study area 4/7

Support, Enterprise Systems. (2018).

Supported ES efforts through attendance of board meetings (ITRI, ECSC, ITRI/ISYS Faculty Luncheons) and ES faculty meetings as scheduled, as well as individual advising and discussions with ES director and associate directors on topics related to enterprise systems and data sets.

Attended ITRI Luncheon on 2/5

Support, Enterprise Systems. (2017).

Supported ES efforts through attendance of board meetings (ITRI, ECSC, ITRI/ISYS Faculty Luncheons) and ES faculty meetings as scheduled, as well as individual advising and discussions with ES director and associate directors on topics related to enterprise systems and data sets.

Attended ITRI Luncheon on 8/31

Attended ITRI Board Meeting on 9/15

Committee Member, Assurance of Learning (AOL) Task Force. (November 2016 - 2017).

Participated in AOL task force to help ensure alignment of AOL practices and preparation for upcoming AACSB visit

Committee Member, GSB Associate Director Search Committee. (October 2017).

Assisted in evaluation, interview, and selection of new GSB Associate Director for Recruiting.

Committee Member, Enterprise Systems. (2016).

Supported ES efforts through attendance of board meetings (ITRI, ECSC, ITRI/ISYS Faculty Luncheons) and ES faculty meetings, as well as individual advising with ES director and associate director.

Attended ITRI Luncheon on 8/31

Attended ITRI Board Meeting on 9/15

Committee Chair, ISYS Assistant Director Search Committee. (April 2016).

Assisted in evaluation, interview, and selection of new ISYS Assistant Director for Graduate Programs.

Committee Member, GSB Assistant Director Search Committee. (January 2016).

Assisted in evaluation, interview, and selection of new GSB Assistant Director.

Committee Member, ISYS Associate Director Search Committee. (January 2016).

Assisted in evaluation, interview, and selection of new ISYS Associate Director / Instructor.

Committee Member, Walton Tech Center System Administrator Search Committee. (January 2016).

Assisted in evaluation, interview, and selection of new Tech Center system administrator.

Committee Member, Enterprise Systems. (2015).  
Supported ES efforts through attendance of board meetings (ITRI, ECSC, ITRI/ISYS Faculty Luncheons) and ES faculty meetings, as well as individual advising with ES director and associate director.

Attended ITRI Board Member pre-meeting dinner on 3/30.

Presented ITRI Board Meeting update on MIS programs 3/31

Committee Member, GSB Assistant Director Search Committee. (April 2015).  
Assisted in evaluation, interview, and selection of new GSB Assistant Director.

Committee Member, Enterprise Systems. (2014).  
Supported ES efforts through attendance of board meetings (ITRI, ECSC, ITRI/ISYS Faculty Luncheons) and ES faculty meetings, as well as individual advising with ES director and associate director.

Attended ITRI Board Member dinner with Glen Endress of COP, met with Michael Goul from Arizona state on Analytics, and met with John Tully from SAP on SAP Curriculum.

Facilitated and participated in a full-day visit to Walmart Global Integrated Process (GIP/SAP team) to visit with key stakeholders in their SAP projects.

Facilitated analytics meetings with faculty from other departments (supply chain 1/22, accounting 2/13).

Committee Member, Enterprise Systems. (2013).  
Supported ES efforts through attendance of board meetings (ITRI, ECSC, ITRI/ISYS Faculty Luncheons) and ES faculty meetings, as well as individual advising with ES director and associate director

Committee Member, GSB Assistant Director Search Committee. (August 2013 - September 2013).  
Participated in the search for a new Assistant Director, as well as in the interview process for both assistant director positions hired this year. Reviewed candidates to narrow and discuss, provided feedback and insights on valuable characteristics and perceptions of applicants.

Committee Member, Enterprise Systems. (2012).  
Supported ES efforts through attendance of board meetings (ITRI, ECSC, ITRI/ISYS Faculty Luncheons) and ES faculty meetings, as well as individual advising with ES director and associate director; helped conceive, develop, and execute the idea of a "meet and greet" forum for ISYS majors following the ECSC meeting in Fall 2012.

ERPsims Usage Reporting, ERPsims Usage Report. (August 2012).  
Prepared and delivered a report of ERPsims usage in undergraduate and graduate courses in the Walton College, with current state and recommendations for future direction.

Recommender, SURF Grant. (October 2011).  
Provided SURF Grant recommendation letter for Joseph Hogan

Workshop Organizer, Walmart ERP Collaboration. (October 2011).  
Facilitated collaborative meeting between Walmart SAP project team leaders from business & ISD, and ISYS faculty, to further develop our relationship with Walmart, with the aim of Walmart recruiting more students with ERP skills, and Walton recruiting more professionals for ERP courses.

Guest Speaker, NWACC Transfer Days. (January 2011).

Attended NWACC Transfer days as a Walton College & ISYS Department representative to help answer questions about the ISYS program and transfer requirements.

Guest Speaker, NWACC Transfer Days. (October 2010).

Presented ISYS major and transfer process information to 6-10 computing classes at NWACC.

Committee Member, Enterprise Systems Associate Director - Selection Committee. (June 2010).

Assisted in reviewing, interviewing, and selecting candidates for the position of Associate Director of Enterprise Systems for the Walton College

Attendee, Meeting, Microsoft Appreciation Day. (April 2010).

Attended Microsoft Appreciation Day event

## **Department**

Committee Member, ISYS Course Scheduling Committee. (2013 - Present).

An informal committee consisting of Drs. Sabherwal, Cronan, and Bristow, in addition to myself. 2-3 times per semester, we meet to plan and rationalize the ISYS department class schedule.

Committee Member, ISYS Undergraduate Curriculum Committee. (August 2012 - Present).

Assist in guiding undergraduate curriculum and program decisions for the ISYS department;

Committee Member, MIS Advisory Committee. (January 2007 - Present).

I serve on the MIS advisory committee as a faculty member and in my capacity as Associate Director of MIS programs. I organize and facilitate application review, admissions, and coordinate with the GSB on behalf of the committee. I also work with the committee when curriculum, faculty, or individual student issues require attention. Note that the hours specified for this activity indicate the amount I feel is reasonable as a faculty member, not in my capacity as Associate Director (which is much more substantial).

Committee Member, Dan Ferritor Award Task Force. (November 2018 - December 2018).

Worked with Susan Bristow and Elizabeth Keiffer to construct a narrative and application packet for the Dan Ferritor Service Award for the department.

Attendee, Graduation, Commencement. (2018).

Served as Marshal for MIS students in the Walton College commencement ceremony in May

Faculty Participant, Misc. ISYS Dept. Service. (2018).

\* Actively participated in Clinical and Tenure Track faculty interview processes in Spring 2018.

\* Attended BGS induction banquet on 3/13

\* Lunch meeting with Google on 9/20

\* 8/31 BBRL users meeting to support department interests in the lab

\* 4/25 Met with HEC Montreal faculty on EDGE analytics simulation for potential curriculum integration

\* Supported department in recruiting, advertising, reviewing and editing communications, and various other ways.

Attendee, Graduation, Commencement. (2017).

Served as Marshal for MIS students in the Walton College commencement ceremony in May

Facilitator, Employer Connections. (2017).

Facilitated and/or participated in meetings between career services, ISYS leadership, and several companies establishing hiring relationships with the college, including Walmart, First Orion, J.B. Hunt, Tyson.

Faculty Participant, Misc. ISYS Dept. Service. (2017).

\* Ad-hoc subcommittee member for ISYS 1123 (April 6)

\* Walton Honors Ceremony attendee, awarding regalia to Joshua Parisi

- \* Presentation/promotion of analytics classes during MACC orientation 8/17
- \* Actively participated in Clinical and Tenure Track faculty interview processes in Spring 2017 and Fall 2017.
- \* Attended BGS induction banquet on 3/14
- \* Interdisciplinary meeting on VR/AR/Game Design (12/11)
- \* BA minor faculty/student feedback meeting on 12/12
- \* Supported department in recruiting, advertising, reviewing and editing communications, and various other ways.

Attendee, Graduation, Commencement. (2016).  
 Attended Walton College commencement ceremony in May

Facilitator, Employer Connections. (2016).  
 Facilitated and/or participated in meetings between career services, ISYS leadership, and several companies establishing hiring relationships with the college, including Tata, Global Shop Solutions, and J.B. Hunt.

Faculty Participant, Misc. ISYS Dept. Service. (2016).  
 \* Volunteered to assist with IT Showcase on 10/31  
 \* Actively participated in Clinical and Associate Director Faculty interview processes in Spring 2016.  
 \* Actively participated in Senior Faculty interview process in Spring 2016.  
 \* Actively participated in Assistant Faculty interview process in Fall 2016  
 \* Attended BGS induction banquet on 3/8  
 \* Supported department in recruiting, advertising, reviewing and editing communications, and various other ways.

Attendee, Graduation, Commencement. (2015).  
 Attended Walton College commencement ceremony in May, and served as MIS marshal

Customer/SME for ISYS 4363 Project, ISYS 4363 Project. (2015).  
 Acted as a customer and subject-matter (MIS Program Administration) expert to answer questions about requirements for ISYS 4363 projects;

Facilitator, Employer Connections. (2015).  
 Facilitated and/or participated in meetings between career services, ISYS leadership, and several companies establishing hiring relationships with the college, including PWC, SAP, and Tyson.

Faculty Participant, Misc. ISYS Dept. Service. (2015).  
 Assisted in identification of guest speakers for ISYS 2103 course in Spring 2015.

Actively participated in Clinical Faculty interview process in Spring 2015.

Supported department in recruiting, advertising, reviewing and editing communications, and various other ways.

Committee Member, NTTT Peer Review Committee. (February 2015).  
 Participated in NTTT peer review process as assigned

Attendee, Graduation, Commencement. (2014).  
 Attended Walton College commencement ceremony in May, and served as MIS marshal

Customer/SME for ISYS 4363 Project, ISYS 4363 Project. (2014).  
 Acted as a customer and subject-matter (MIS Program Administration) expert to answer questions about requirements for ISYS 4363 projects;

Facilitator, Employer Connections. (2014).

Facilitated and/or participated in meetings between career services, ISYS leadership, and several companies establishing hiring relationships with the college, including Tyson, Dillard's, and Walmart.

Student Recruiter, Misc. ISYS Dept. Service. (2014).

Attended departmental receptions and recruiting events for ISYS students, visited with prospective ISYS students, and provided feedback and ideas on various occasions regarding the recruiting, retention, and communication processes for ISYS students.

Guest speaker for colleagues in ISYS 3293 (6/13) and WCOB 4223 (9/3).

Guest speaker for AIS Meeting - Career Fair Readiness Panel (9/25).

Guest speaker for MSSU senior project class (3/11) and CIS club (10/30) in Joplin, MO.

Guest Speaker, ISYS 2263 Video Shoot. (October 2014).

Recorded videos for the redesigned ISYS 2263 course with global campus to introduce concepts in database and ERP

Committee Member, NTTT Peer Review Committee. (February 2014).

Participated in NTTT peer review process as assigned

Attendee, Graduation, Commencement. (2013).

Attended Walton College commencement ceremony in May, and served as an undergraduate ISYS Marshal; also attended December all-University commencement.

Facilitator, Employer Connections. (2013).

Facilitated and/or participated in meetings between career services, ISYS leadership, and several companies establishing hiring relationships with the college, including Koch, IBM, and Walmart.

Committee Member, IT Day. (March 2013).

Assisted in the planning and execution of IT Day

Committee Member, IT Day. (March 2013).

Assisted in the planning and execution of IT Day

Committee Member, NTTT Peer Review Committee. (February 2013).

Participated in NTTT peer review process as assigned

Customer/SME for ISYS 4363 Project, ISYS 4363 Project. (2012).

Acted as a customer and subject-matter expert to answer questions about requirements for ISYS 4363 projects; helped support a pilot project for students carrying a database course project forward into ISYS 4363 for Fall 2012

Facilitator, Employer Connections. (2012).

Facilitated and/or participated in meetings between career services, ISYS leadership, and several companies establishing hiring relationships with the college, including Hilti, Mustang Fuel, Cognizant, CapSpire, and Merkle.

Committee Member, IT Day. (March 2012).

Assisted in the planning and execution of IT Day

Attendee, Graduation, Commencement Marshal. (2011).

Acted as Marshal for MIS students at May commencement, and attended December commencement.

Customer/SME for ISYS 4363 Project, ISYS 4363 Project. (2011).

Acted as a customer and subject-matter expert to answer questions about requirements for the Spring and Fall ISYS 4363 projects, and assisted in the evaluation of near-final products.

Student Recruiter, Information Systems Recruiting. (April 2011).  
Presented ISYS major information undergraduate "core" class.

Committee Member, IT Day. (March 2011).  
Assisted in the planning and execution of IT Day (only setup and cleanup this year due to recruiting schedule conflict)

Attendee, Meeting, NTTT Peer Review Committee. (February 2011).  
Participated in NTTT peer review process as assigned

Customer/SME for ISYS 4363 Project, ISYS 4363 Project. (2010).  
Acted as a customer and subject-matter expert to answer questions about requirements for the Spring and Fall ISYS 4363 projects, and assisted in the evaluation of near-final products.

Student Recruiter, Information Systems Recruiting. (September 2010).  
Presented ISYS major information to 3 undergraduate "core" classes.

Attendee, Meeting, NTTT Peer Review Committee. (February 2010).  
Participated in NTTT peer review process as assigned

### **Student Organization**

Coach, International ERPsim Competition. (May 2018 - Present).  
With Susan Bristow, co-coached a competitive team of full-time MIS students in the annual International ERP Simulation Competition hosted by HEC Montreal; this year's team of 4 consisted of students in the full-time and Professional MIS programs

Student Org Advisor (Non-Professional Org), Chinese Students and Scholars Association (CSSA). (April 2014 - May 2015).  
I served as a co-advisor to CSSA along with Carole Shook, Vikas Anand, and Gary Peters. I provide support for the organization as requested and attend events when schedule permits.

Student Org Advisor (Professional Org), .NET User Group. (May 2012).  
I am the faculty sponsor for the University of Arkansas chapter of the .NET User Group. As the sponsor, I assist in planning and marketing events, connecting our group with professionals in the area, and general guidance and support for the student organization. We held 1 meeting this year, and were unable to find students interesting in serving as officers for AY 2012-2013.

Student Org Advisor (Professional Org), .NET User Group. (2011).  
I am the faculty sponsor for the University of Arkansas chapter of the .NET User Group. As the sponsor, I assist in planning and marketing events, connecting our group with professionals in the area, and general guidance and support for the student organization. We held 4 meetings this year and increased our attendance and membership significantly.

Student Org Advisor (Professional Org), .NET User Group. (2010).  
I am the faculty sponsor for the University of Arkansas chapter of the .NET User Group. As the sponsor, I assist in planning and marketing events, connecting our group with professionals in the area, and general guidance and support for the student organization.

### **Professional Service**

Student Placement, Student Placement Assistance. (2018).  
Provided significant assistance to several students for professional placement, including letters of recommendation, serving as a reference, career advising, and making students aware of opportunities.

Student Placement, Student Placement Assistance. (2017).

Provided significant assistance to several students for professional placement, including letters of recommendation, serving as a reference, career advising, and making students aware of opportunities.

Attendee, Meeting, Walmart Asia-Pacific Associates Network (APAN). (November 2017).  
With a group of full-time MIS students, attended an APAN meeting and networking event, and a follow-up discussion about the MIS programs and the indirect spend management team at Walmart.

Student Org Advisor (Non-Professional Org), International ERP Simulation Competition. (May 2017).  
With Susan Bristow, co-coached a competitive team of full-time MIS students in the annual International ERP Simulation Competition hosted by HEC Montreal; this year's team of 4 consisted of students in the full-time MIS program

Student Placement, Student Placement Assistance. (2016).  
Provided significant assistance to several students for professional placement, including letters of recommendation, serving as a reference, career advising, and making students aware of opportunities.

Committee Member, MSSU CIS Program Advisory Committee. (April 2013 - 2016).  
I was invited in 2013 to serve on the MSSU CIS Program Advisory Committee as the Associate Director of the MIS program, to represent the interests and perspectives of an outstanding IS graduate program in shaping MSSU's undergraduate CIS curriculum.

Student Org Advisor (Non-Professional Org), International ERP Simulation Competition. (May 2016).  
With Susan Bristow, co-coached a competitive team of full-time MIS students in the annual International ERP Simulation Competition hosted by HEC Montreal; this year's team of 4 consisted of students in the full-time MIS program

Student Placement, Student Placement Assistance. (2015).  
Provided significant assistance to several students for professional placement, including letters of recommendation, serving as a reference, career advising, and making students aware of opportunities.

Student Org Advisor (Non-Professional Org), International ERP Simulation Competition. (May 2015).  
With Susan Bristow, co-coached a competitive team of full-time MIS students in the annual International ERP Simulation Competition hosted by HEC Montreal; this year's team of 3 consisted of students in the full-time and Professional MIS programs

Student Placement, Student Placement Assistance. (2014).  
Provided significant assistance to several students for professional placement, including letters of recommendation, serving as a reference, career advising, and making students aware of opportunities.

Student Org Advisor (Non-Professional Org), International ERP Simulation Competition. (May 2014).  
With Susan Bristow, co-coached a competitive team of full-time MIS students in the annual International ERP Simulation Competition hosted by HEC Montreal; this year's team of 3 consisted of students in the full-time MIS program

Student Placement, Student Placement Assistance. (2013).  
Provided significant assistance to several students for professional placement, including letters of recommendation, serving as a reference, career advising, and making students aware of opportunities.

Student Org Advisor (Non-Professional Org), International ERP Simulation Competition. (May 2013).  
With Susan Bristow, co-coached a competitive team of full-time MIS students in the annual International ERP Simulation Competition hosted by HEC Montreal; this year the 3 team

members were in 3 different countries, and the 2 coaches were in 2 different countries for the final "virtual" competition!

Student Placement, Student Placement Assistance. (2012).

Provided significant assistance to several students for professional placement, including letters of recommendation (4-6), career advising, and making students aware of opportunities.

Student Org Advisor (Non-Professional Org), International ERP Simulation Competition. (May 2012).

With Susan Bristow, co-coached a competitive team of Professional MIS students in the annual International ERP Simulation Competition hosted by HEC Montreal

Student Placement, Student Placement Assistance. (2011).

Provided significant assistance to several students for professional placement, including letters of recommendation (5-10), career advising, and making students aware of opportunities.

Student Placement, Student Placement Assistance. (2010).

Provided significant assistance to several students for professional placement - Sawyer Burnett, Adam Lawless, Sichen Dong, and Jacob Hendricks. All of those students were employed in the position for which I provided assistance and/or recommendations. I also provided assistance and recommendations for several other students.

Of particular note was the placement of Justin Jones, a former database student, who was the first "new hire" to ever be placed as an Oracle DBA at ConocoPhillips. I did not provide direct assistance or a recommendation for this position, but it reflects the skills Justin developed in the database class.

I also provided placement assistance to MIS students for internships, collecting & distributing resumes, etc.

## **Public Service**

Attendee, Meeting, AUTIS Board Meeting. (November 2010).

Attended AUTIS Board Meeting on 11/10 and provided feedback regarding students, curriculum, and ideas for collaboration between the UA and AUTIS organizations

Interaction with Industry, City of Fayetteville. (May 2010).

Met with Heather Sprandel and Julie McQuade to discuss opportunities for collaboration and recruiting between the City of Fayetteville and the Information Systems department.

## **Service Honors and Awards**

### **Service, University**

Outstanding Team Achievement Award, Sam M. Walton College of Business, Service, University, (2017).

The mission of this team was to more effectively align the MIS program with the mission of the Walton College, and specifically with the strategic endeavor of Data Analytics.

## **Rajiv Sabherwal**

University of Arkansas  
Information Systems  
WCOB 204A

Qualifications: Scholarly Academic

Sufficiency: Participating

Phone: (479)-575-2216

Email: rsabherw@uark.edu

### **Brief Biography**

Rajiv Sabherwal is Edwin & Karlee Bradberry Chair and Department Chair of Information Systems in the Walton College of Business at University of Arkansas. He has published on the management, use, and impacts of information technology and knowledge in Information Systems Research, MIS Quarterly, Management Science, Organization Science, Journal of Management Information Systems, and other journals. He has performed numerous editorial and conference leadership roles, including serving as Editor-in-Chief for IEEE Transactions on Engineering Management, Conference Co-Chair for International Conference on Information Systems, Program Co-Chair for Americas Conference on Information Systems, Senior Editor for MIS Quarterly and Journal of AIS, and Special Issue Editor for Information Systems Research. He is a Fellow of IEEE, a Fellow of the Association of Information Systems, and a PhD from University of Pittsburgh.

### **Education**

PhD, J.M. Katz Graduate School of Business, University of Pittsburgh, 1989.  
Emphasis/major: Information Systems

Diploma in Technology, Indian Institute of Management, 1983.  
Emphasis/major: Management

BE, Regional Engineering College, Bhopal University, 1981.  
Emphasis/major: Engineering (Electronics)

## **WORK EXPERIENCE**

### **Professional Positions**

#### **Academic - Post-Secondary**

Academic - Post-Secondary, University of Missouri Curators Professor, Emory C. Turner Professor of Information Systems, and Director of Ph.D. Program in Business Administration, University of Missouri-St. Louis. (August 1, 2003 - June 30, 2011).

University of Missouri Curators Professor, the Emory C. Turner Professor of Information Systems, and the Director of the Ph.D. Program in Business Administration.

Academic - Post-Secondary, Fulbright-Queen's School of Business Research Chair of Knowledge Management, Queen's School of Business. (August 15, 2009 - January 15, 2010).

### **Teaching Experience**

#### **University of Arkansas**

ISYS 5603, 4 terms.

ISYS 5943 - MGMT OF IT SEMINAR, 4 terms.

ISYS 636V - SPECIAL PROBLEMS, 16 terms.

ISYS 6733 - EMERGING TOPICS, 8 terms.  
ISYS 700V - DOCTORAL DISSERTATION, 22 terms.  
WCOB 4993H - HONORS THESIS, 1 term.

## Professional Development

Conference Attendance, "International Conference on Information Systems," Dublin, Ireland. (December 2016).

Conference Attendance, "Americas Conference on Information Systems," San Diego, CA. (August 2016).

Conference Attendance, "International Conference on Information Systems," Fort Worth, TX. (December 2015).

Conference Attendance, "2015 IEEE 3rd International Conference on MOOCs, Innovation and Technology in Education (MITE)," Amritsar College of Engineering and Technology, Amritsar, Punjab, India. (October 2015).

Attended conference, and served on a panel discussing present and future of MOOCs.

Faculty Fellowship, "Southeastern Conference Academic Leadership Development Program," Southeastern Conference. (August 2013 - February 2015).

I was nominated by Dean Jones for participation in this program, and then selected to do so by the Provost. My cohort was originally scheduled to participate in a year-long program, including several meetings on campus and two 3-day workshops at Georgia (Oct 14-16, 2013) and South Carolina (Feb 5-7, 2014). However, the South Carolina visit had to be cancelled for all of us due to weather issues. Therefore, attended the second meeting during this year, at Texas A&M (Feb 18-20, 2015), and finished the program in 2015.

Attended board meeting, "Board of Governors, Technology Management Society," Technology Management Society. (February 2014).

Technology Management Society's Board of Governors' Meeting. This society sponsors IEEE Transactions on Engineering Management, which I edit.

Attended board meeting, "Board of Governors, Technology Management Society," Technology Management Society, Dallas, TX. (October 2013).

Technology Management Society's Board of Governors' Meeting. This society sponsors IEEE Transactions on Engineering Management, which I edit.

Conference Attendance, "Hawaii International Conference on System Sciences, 2013," Maui, HI. (January 2013 - February 2013).

Attended conference. Attended numerous sessions, and mentored presenting co-author doctoral student (Taha Havakhor).

Conference Attendance, "International Conference on Information Systems," Association of Information Systems. (December 2012).

Seminar, "AACSB "Online Programs"," AACSB, Tampa, FL. (September 2012).  
AACSB seminar on developing and managing online programs

Conference Attendance, "International Conference on Information Systems," Association of Information Systems. (December 2011).

Conference Attendance, "44th Hawaii International Conference on System Sciences," IEEE. (January 2011).

## RESEARCH

## Editorial Activities

"Journal of the Association for Information Systems", Editor, General, International. (June 1, 2017 - Present).

Senior Editor, Journal of AIS.

"Information and Organization", Associate Editor, International. (March 2011 - Present).

"Journal of MIS", Associate Editor, International. (April 2006 - Present).

"IEEE Transactions on Engineering Management", Editor, General, International. (May 1, 2010 - April 1, 2018).

Editor-in-Chief of IEEE Transactions on Engineering Management, published quarterly with about 700 pages per year. It is sponsored by IEEE Technology Management Council.

"Information Systems Research (Special Issue on Digital Systems and Competition)", Editor, General, International. (April 2007 - August 2010).

## Presentations Given

Sabherwal, R. (Presenter & Author), Sabherwal, S. (Author Only), Havakhor, T. (Author Only), Steelman, Z. (Author Only), Invited talk, "Does Strategic Alignment Help or Hurt? The Effects of Information Technology Investment and Environmental Turbulence," Washington State University. (November 6, 2015).

Sabherwal, R., Invited presentation at Michigan State University, "Social Network Effects on Diffusion of Information Technologies," Michigan State University, East Lansing, MI. (April 26, 2013).

Sabherwal, R. (Presenter & Author), Steelman, Z. R. (Author Only), Becerra-Fernandez, I. (Author Only), Invited Talk at HEC Montreal, "How Does Common Knowledge Impact the Perceived Value of Knowledge? Insights from Empirical Studies." (August 2012).

Sabherwal, R., Invited presentation at University of Arizona, "How Common Knowledge Impacts the Effectiveness of Knowledge Management Processes: Insights from Empirical Studies." (March 2011).

Velasquez, N. F., Sabherwal, R., Durcikova, A., Proceedings of the 44th Hawaii International Conference on System Sciences, "Adoption of an Electronic Knowledge Repository: A Feature Based Approach." (January 2011).

Sabherwal, R., The Study of Business and Knowledge Workshop, "Knowledge." (May 2010).

Sabherwal, R., The Study of Business and Knowledge Workshop, "Management Information Systems and Knowledge." (May 2010).

Velasquez, N. F., Durcikova, A., Sabherwal, R., Proceedings of the 43rd Hawaii International Conference on System Sciences, "Studying Knowledge Management System Success in System Administration." (January 2010).

## Publications - Teaching Related

*Column in Decision Line (Decision Sciences Institute newsletter) (Published)*

Sabherwal, R. A Few Things Students Should Not Forget During the Doctoral Program. Decision Line. January (1st Quarter/Winter) 2016.

*Textbook (Published)*

Becerra-Fernandez, I., Sabherwal, R. Knowledge Management Systems and Processes. Routledge, New York. issue2. December 16, 2014. 382.

*Textbook (Published)*

Sabherwal, R., Becerra-Fernandez, I. Business Intelligence: Practices, Technologies and Management. John Wiley and Sons. 2010.

## **Publications - Research Related**

*(Working Paper)*

Sabherwal, R., Jeyaraj, A. Innovation and Imitation in Technology Diffusion: Distinct Processes with Different Determinants.

*Journal Article (Working Paper)*

Golmohammadi, A., Havakhor, T., Gauri, D. K., Sabherwal, R. "Success by talking the walk: How do social media affect the success of B2B new ventures?".

*Journal Article (Working Paper)*

Havakhor, A., Sabherwal, R., Forsgren, N., Balapour, A. "Internal and External Benefits of Business Intelligence Systems: An Organizational Capability View". Amsterdam. Under first-round review.

*Journal Article (Accepted)*

Sabherwal, R., Sabherwal, S., Havakhor, T., Steelman, Z. R. "How Does Strategic Alignment Affect Firm Performance? The Roles of Information Technology Investment and Environmental Uncertainty".

*Journal Article (Accepted)*

Mullins, J. K., Sabherwal, R. "Gamification: A cognitive-emotional view". Published online, awaiting journal issue assignment.

Successful gamified systems engage players by eliciting their positive and negative emotions. However, prior literature provides little guidance on how to create emotional experiences through gamified design. This paper reviews work in psychology and neuroscience to examine the interactive processes of cognition and emotion and connect them to gamification. More specifically, it draws upon a model of the cognitive structure of emotions and the mechanics–dynamics–emotions framework for gamification to advance a cognitive–emotional view of gamification.

*Journal Article (Accepted)*

Reychav, I., Beerli, R., Balapour, A., Raban, D. R., Balapour, R., Azuri, J. "How reliable are self-assessments using mobile technology in healthcare? The effects of technology identity and self-efficacy". Elsevier, Missouri.

*Journal Article (Accepted)*

Jenkin, T., Chan, Y., Sabherwal, R. "Mutual Understanding in Information Systems Development: Changes Within and Across Projects".

*Journal Article (Published)*

Kumi, R., Sabherwal, R. "Performance Consequences of Social Capital in Online Communities: The Roles of Exchange and Combination, and Absorptive Capacity Computers in Human Behavior". issueSeptember.

*Journal Article (Accepted)*

Kumi, R., Sabherwal, R. "Knowledge Sharing Behavior in Online Discussion Communities: Examining Behavior Motivation From Social and Individual Perspectives". Knowledge and Process Management. Accepted for publication.

*Research Curation (Published)*

Huang, P., Kankanhalli, A., Kyriakou, H., Sabherwal, R. Knowledge Management: A Research Curation. April (2nd Quarter/Spring) 30, 2018.

*Journal Article (Published)*

Havakhor, T., Sabherwal, R. "Team Processes in Virtual Teams: The Effects of Reputation Signals and Network Density". issue1. March 2018. 266–318, Published.

Virtual knowledge teams (VKTs) depend on team processes that facilitate expertise coordination. VKTs use technology to map expertise, and thereby address the lack of familiarity among members. Despite the considerable interest in studying expertise coordination in teams, expertise coordination in VKTs is less understood. Moreover, technology's role in expertise coordination in VKTs and the team processes, including expertise coordination, has received limited attention. This paper argues and shows – through an online experiment – that technology enables VKTs by: connecting individuals through network ties; helping individuals to locate expertise, providing reputation signals; improving interpersonal processes through enhanced ties and signals; and enabling better performance through improved ties, signals, and processes. It contributes to theory by providing insights into how IT enhances expertise coordination and performance of VKTs. It contributes to practice by providing insights into the reputation signals that broadcast team members' expertise and the effects of technology on team processes.

*Journal Article (Published)*

Havakhor, T., Soror, A., Sabherwal, R. "Diffusion of Knowledge in Social Media Networks: Effects of Self-esteem and Reputation Mechanisms". Information Systems Journal. February 2018. 104-141.

*Journal Article (Published)*

Forsgren, N., Sabherwal, R., Durcicova, A. "Knowledge Exchange Roles and EKR Performance Impact: Extending the Theory of Knowledge Reuse". European Journal of Information Systems. issue1. February 2018. 3-21, Accepted for publication. Not yet published.

Organisations are spending considerable resources on electronic knowledge repositories (EKRs) that should have a positive effect on employees' EKR performance impact. Seeking to build on and extend the theory of knowledge reuse, this paper focuses on the various roles individuals play in knowledge exchange, and how the knowledge exchange role mediates the effect of previously studied individual perceptual variables (perceived time pressure, extrinsic and intrinsic rewards, and knowledge contribution self-efficacy) on EKR performance impact. In order to identify the various knowledge exchange roles, we simultaneously consider both knowledge contribution process (embedded vs. separate activity) and knowledge reuse (internal EKR, external EKR, colleagues, manuals, knowledge self-reliance). When work is highly specialised and technical as in the context of system administrators, we observed four roles: Self-reliant Contributors, Detached Moderates, Involved Brokers, and Reluctant Limited Users. Results indicate that the effects of intrinsic rewards and knowledge contribution self-efficacy on EKR performance impact are fully mediated by knowledge exchange role. Perceived time pressure does not influence either knowledge exchange roles or EKR performance impact. Overall, the paper provides insights into roles individuals play in knowledge exchange, and extends the theory of knowledge reuse.

*Conference Proceeding (Published)*

Nikkhah, H. R., Sabherwal, R. "A Privacy-Security Model of Mobile Cloud-Computing Applications". International Conference on Information Systems. December 2017.

The increasing use of mobile devices has been accompanied by the development of mobile cloud computing applications (MCC apps), which are multi-platform and send the users' data to the cloud. Despite their benefits, MCC apps raise privacy concerns because the users' information is sent to remote locations where users lack direct control. This paper studies predictors of individuals' decisions to disclose personal information to MCC apps and proposes a privacy-security model. Analyses of data collected through an online survey with 385 responses find perceived privacy concerns to be the main inhibitor and perceived usefulness and perceived security to be the main enablers. Perceived ease of use does not directly affect the disclosing of information to MCC apps and improper access does not impact privacy concerns. Results also suggest the surprising relationships between perceived security, privacy policy, and perceived usefulness. The paper's theoretical and practical implications are discussed.

*Conference Proceeding (Published)*

Nikkhah, H. R., Sabherwal, R. "Mobile Cloud-Computing Applications: A Privacy Cost-Benefit Model". 23rd Americas Conference on Information Systems. August 2017.

*Conference Proceeding (Published)*

Balapour, A., Sabherwal, R. "Usability of Apps and Websites: A Meta-Regression Study". 23rd Americas Conference on Information Systems. August 2017.

*Journal Article (Published)*

Kumi, R., Reychav, I., Sabherwal, R. "Learning consequences of mobile-computing technologies: Differential impacts on integrative learning and skill-focused learning". Journal of Educational Multimedia and Hypermedia, Chesapeake, Virginia. issue2. August 2016. 161-188, Accepted and published in 2016.

Many educational institutions are integrating mobile-computing technologies (MCT) into the classroom to improve learning outcomes. There is also a growing interest in research to understand how MCT influence learning outcomes. The diversity of results in prior research indicates that computer-mediated learning has different effects on various learning outcomes. In this study we examine two learning outcomes to understand how they are influenced by institutional and individual factors. To accomplish this goal, we examine the following research questions:

How does organizational support influence individual perceptions of using mobile technologies to learn?

How do individual perceptions about mobile technologies influence learning outcomes?

How do learning outcomes influence individual performance outcomes?

To test the theoretical model addressing the above research questions, we collected data from 91 students recruited from a secondary school in Israel. The school provides a mobile device (specifically, an iPad) to each student in grades 7 to 11 for use in the classroom and at home. Results of structural equation modeling indicate that institutional factors significantly impact individual perceptions of the learner and learning outcomes.

Furthermore, mobile computing technologies may have significantly greater impact on integrative learning outcomes than skill-focused learning outcomes. As part of our post-analysis, we compared multiple learning outcomes using five alternative models. The variance explained and the effect size of changes in variance explained suggest that not all learning outcomes are equally influenced by mobile-computing technologies. Practical and theoretical implications are discussed.

*Journal Article (Published)*

Reychav, I., Kumi, R., Sabherwal, R., Azuri, J. "Using Tablets in Medical Consultations: Single Loop and Double Loop Learning Processes". Computers in Human Behavior, Amsterdam. issueAugust. August 2016. 415–426, Accepted and published in 2016.

This paper investigates the influence of using tablet in waiting rooms and medical examinations on how physicians give information and how patients learn. It further assesses the factors that impact patient satisfaction. Patients and physicians in a primary care clinic were given a tablet device to search for health information in the waiting room, and when interacting with the physician, while physicians used the tablet device to share information with patients during the medical consultation. 82 patients completed a 'pre' survey on using tablets to search for health related information and a 'post' survey after their visit. Structural equation modeling was employed to analyze patient's perceptions. Tablet use during consultation has a negative effect on patients' perceptions of physician information giving, but using the tablet in the waiting room has a positive impact on patient learning, perceptions of physicians' information giving and patient satisfaction. This study indicates the importance of tablet use in ensuring information giving and patient learning. It further highlights the potential for tablets to promote single-loop learning in the medical encounter by better preparing patients for the physician's information giving. Tablets also enable double-loop learning, which leads to greater patient satisfaction.

*Conference Proceeding (Published)*

Yan, A., Lacity, M., Sabherwal, R. "Provider's Innovativeness and Outsourcing Performance: The Moderating Effects of Contractual and Relational Governance". Pacific Asia Conference on

Information Systems. July (3rd Quarter/Summer) 2016.

*Journal Article (Published)*

Steelman, Z., Lacity, M., Sabherwal, R., Leidner, D. "Bring Your Own Device: Charting Your Organization's Voyage". June 2016. Accepted and published in 2016.

Organizations are increasingly adopting bring-your-own-device (BYOD) policies. Based on in-depth case studies at Cisco, Wal-Mart and the Arkansas Department of Information Systems, we have developed a four-wave model for the evolution of BYOD. Four lessons are identified from the cases and illustrated through each wave of an organization's voyage. These lessons will help CIOs identify important BYOD issues and chart their own BYOD voyages.

*Practice version of academic paper (Published)*

Sabherwal, R., Jeyaraj, A. Measuring the Business Value of IT: Simplify with Caution. London School of Economics Business Review, Lonon. February 11, 2016. Published as an invited blog by London School of Economics.

*Journal Article (Published)*

Sabherwal, R., Jeyaraj, A. "Information Technology Impacts on Firm Performance: A Replication and Extension of Kohli and Devaraj (2003)". issue4. December 2015. 809-836, 9(4), December 2015, pp. 809-836.

Despite the importance of investing in information technology, research on business value of information technology (BVIT) shows contradictory results, raising questions about the reasons for divergence. Kohli and Devaraj (2003) provided valuable insights into this issue based on a meta-analysis of 66 BVIT studies. This paper extends Kohli and Devaraj by examining the influences on BVIT through a meta-analysis of 303 studies published between 1990 and 2013. We found that BVIT increases when the study does not consider IT investment, does not use profitability measure of value, and employs primary data sources, fewer IT-related antecedents, and larger sample size. Considerations of IT alignment, IT adoption and use, and interorganizational IT strengthen the relationship between IT investment on BVIT, whereas the focus on environmental theories dampens the same relationship. However, the use of productivity measures of value, the number of dependent variables, the economic region, the consideration of IT assets and IT infrastructure or capability, and the consideration of IT sophistication do not affect BVIT. Finally, BVIT increases over time with IT progress. Implications for future research and practice are discussed.

*Journal Article (Published)*

Jeyaraj, A., Sabherwal, R. "The Bass Model of Diffusion: Recommendations for Use in Information Systems Research and Practice". issue1. September 2014. 5-32, The paper was accepted on July 11, 2014, and published online in September 2014, although the publication states it as being published in the March 2014 issue.

*Conference Proceeding (Published)*

Havakhor, T., Sabherwal, R. "Contingent Role of Knowledge Self-Efficacy Distribution on Diffusion of Knowledge in Peer-To-Peer Networks: An Agent-Based Approach". Association for Information Systems, Atlanta, Georgia. August 2014.

*Journal Article (Published)*

Grover, V., Sabherwal, R., Raman, R., Gokhale, R. "Information Politics: Strategies and Counterstrategies". International Journal of Information Systems and Management, Olney, Bucks MK. May 2014. Invited publication.

*Book Chapter (Published)*

Jeyaraj, A., Sabherwal, R. Diffusion of Information Technology Innovations. 7 edition. Wiley Encyclopedia of Management, Chichester. issue3. April (2nd Quarter/Spring) 2014.

*Conference Proceeding (Accepted)*

Velasquez, N., Sabherwal, R., Durcicova, A. "The Effects of Business Intelligence Features on Internal and Competitive Advantage: A Resource-Based View". January (1st Quarter/Winter) 2013. Paper was

selected for, and presented at, American Accounting Association Information Systems Section Midyear Meeting, January 2013, Ft. Lauderdale, FL. Adapted somewhat from the paper presented in December 2012 at pre-ICIS Accounting Information Systems SIG workshop.

*Conference Proceeding (Published)*

Havakhor, T., Sabherwal, R. "Knowledge Sharing in Peer-to-Peer Online Communities: The Effects of Recommendation Agents and Community Characteristics". Hawaii International Conference on System Sciences, 2013. January (1st Quarter/Winter) 2013. 3553-3562.

*Conference Proceeding (Accepted)*

Velasquez, N., Sabherwal, R., Durcicova, A. "The Effects of Business Intelligence Features on Internal and Competitive Advantage: A Resource-Based View". Accounting Information Systems SIG Pre-ICIS workshop. December 2012. Paper was selected for, and presented at, Accounting Information Systems SIG Pre-ICIS workshop, December 2012, Orlando, FL.

*Conference Proceeding (Published)*

Kumi, R., Reychav, I., Sabherwal, R. "The Impact of Facilitating Conditions on Anxiety, Attitude, Self-efficacy, and Performance: Insights from an Empirical Study of iPad Adoption". SIGED IAIM Conference 2012. December 2012. Paper was presented by co-author (Richard Kumi) at the conference.

*Conference Proceeding (Published)*

Dunaway, M., Sabherwal, R. "Understanding the Role of Transactive Memory Systems and Knowledge Management Mechanisms on Team Performance". International Conference on Information Systems. December 2012.

*Journal Article (Published)*

Hsu, I.-C., Sabherwal, R. "Relationship between Intellectual Capital and Knowledge Management: An Empirical Investigation". issue3. June 2012. 489-524.

*Journal Article (Published)*

Hsu, I. C., Sabherwal, R. "From Intellectual Capital to Firm Performance: The Mediating Role of Knowledge Management Capabilities". issue4. November 2011. 626-642.

*Journal Article (Published)*

Sabherwal, R., Grover, V. "A Taxonomy of Political Processes in Systems Development". Information Systems Journal. issue5. 2010. 419-447.

*Journal Article (Published)*

Sabherwal, R. "Declining IS Enrollments: A Broader View of Causes and Strategies- A Response to 'Houston, we've had a Problem... Offshoring, IS Employment and the IS Discipline: Perception is not Reality'". Journal of Information Technology. 2010. 382-384.

*Journal Article (Published)*

Ferrier, W. J., Holsapple, C. W., Sabherwal, R. "Introduction to the Special Issue: Digital Systems are Competition". issue3. 2010. Editorial for Special Issue on Digital Systems and Competition.

*Research Report (Published)*

Sabherwal, R. Monitoring Social Media: Some Insights and Recommendations. 10 edition. Cutter Bookmark Review. issue10. October (4th Quarter/Autumn) 2010. 7, Published in "Cutter Benchmark Review," which publishes invited practitioner-oriented articles based on empirical research.

## **Educationally Related Presentations and Workshops**

"Colloquium Panel: Developing an academic career: How to plan conference attendance, journal submissions, and build a pipeline", presented at ISYS colloquium, Local, Invited. (September 6, 2017). ISYS department colloquium, panel organized by Dr. Setia for Ph.D. students

"Participated in a panel on present and future of MOOCs", presented at 2015 IEEE 3rd International Conference on MOOCs, Innovation and Technology in Education (MITE), International, Sponsored by Amritsar College of Engineering and Technology, Invited. (October 1, 2015).  
Invited to speak at a panel, when I was there to attend. No proposal submitted in advance.

"Managing Knowledge: Does Information Technology Help?", presented at ICIS 2011, International, Sponsored by Association for Information Systems, Invited, Published Elsewhere. (December 4, 2011).

In this session, we will first explore some fundamental questions related to knowledge, including: What is knowledge? How does it relate to data, information, truth, and beliefs? Is knowledge an object? What are different types of knowledge? What does the value of knowledge depend on? The second part of this session will focus on how information systems and information technologies influence knowledge management, including creation, sharing, and utilization of knowledge. We will also discuss the potential pitfalls of using information systems and technologies to create, share, and use knowledge. We will examine these issues in the context of traditional information systems as well as emerging information technologies such as wikis and blogs, and emerging phenomena such as crowd sourcing or collective intelligence. In both parts of the session, we will draw upon a few simple examples as well as lessons from companies managing knowledge.  
<http://aisel.aisnet.org/icis2011/proceedings/icisclassroom/2>

## **Contracts, Grants, and Sponsored Research**

Sabherwal, R. (Primary Investigator), "Editorial Services Agreement", Submitted January 12, 2017, Funded, Sponsored by Institute of Electrical and Electronic Engineers, Awarded by Other, \$0.

Sabherwal, R. (Primary Investigator), "2016 IEEE Editorial Services", Submitted December 31, 2015, Funded, Sponsored by Institute of Electrical and Electronic Engineers, Awarded by Other, \$34400.

Sabherwal, R. (Primary Investigator), "Editor-in-Chief of IEEE Transactions on Engineering Management", Submitted December 12, 2014, Funded, Sponsored by Institute of Electrical and Electronic Engineers, Awarded by Other, \$34000.

Sabherwal, R. (Primary Investigator), "Editor-in-Chief of IEEE Transactions on Engineering Management", Submitted December 31, 2013, Funded, Sponsored by Institute of Electrical and Electronic Engineers, Awarded by Other, \$36000.

Sabherwal, R. (Primary Investigator), "Editor-in-Chief of IEEE Transactions on Engineering Management", Submitted December 29, 2013, Funded, Sponsored by Institute of Electrical and Electronic Engineers, Awarded by Other, \$33600.

## **Research Honors and Awards**

Inducted as a Fellow of IEEE, Scholarship/Research, International, (2018).

Best paper award, "Security, Privacy and Ethics of IS" track at International Conference on Information Systems, Scholarship/Research, (2017).

For paper titled "A Privacy-Security Model of Mobile Cloud-Computing Applications," by Nikkhah, H., and Sabherwal, R.

## **SERVICE**

### **University Service**

#### **College/School**

Walton College of Business Executive Committee. (July 2011 - Present).  
Participate as a member of the college executive committee, which plays an important role in the college's decision-making processes.

Committee Chair, Economics Department Chair Reappointment Committee. (2016).  
Chair, Economics Department Chair Reappointment Committee, Walton College, 2016.

Committee Member, Pay/Performance Task Force. (2016).  
Member, Pay/Performance Task Force

Committee Member, Research Task Force. (2015 - 2016).  
Member, Walton College Research Task Force

Executive Director, Information Technology Research Institute, Information Technology Research Institute. (October 2012 - June 2016).  
Served as Executive Director for ITRI

Committee Chair. (June 2014 - July 2014).  
Chair, Assistant Dean Search Committee, Walton College of Business

Champion of Global Impacts Initiatives in WCOB Executive Committee. (July 2011 - December 2011).

Director of Ph.D. Program in Business, Univ of Missouri-St. Louis. (August 2000 - June 2011).

### **Department**

Department Chairperson. (July 2011 - Present).

### **University**

Committee Member. (September 2015 - December 2015).  
Served as member of the search committee for the campus Associate Vice Provost for Research.

### **Professional Service**

Committee Member, IEEE Technology and Engineering Management Society. (January 2015 - Present).

Member of the Advisory Committee for the IEEE Technology and Engineering Management Society.  
This is an ex-officio position, associated with my role as Editor-in-Chief of IEEE Transaction on Engineering Management.

Committee Member, Marketing, Technology and Society Conference, Indian Institute of Management (IIM) Kozhikode. (2016).  
Member, International Advisory Council

International Conference on Engineering Management. (2016).  
International Conference on Engineering Management, Xi'an Jiaotong University, Xi'an, China

Vice Chair, IEEE Ozark Section, IEEE. (2015 - 2016).

Americas Conference on Information Systems Doctoral Consortium. (February 2016 - August 2016).

Tenure Reviewer for Another Institution. (January 2015 - September 2015).  
Wrote letters for candidates at three institutions for promotion to full professor (Texas Christian University) or tenure and promotion to associate professor (Missouri University of Science and Technology, Kent State University).

Ex officio Member, Board of Governors, IEEE Technology Management Council. (May 2010 - December 2014).

Ex officio (as Editor-in-Chief of IEEE Transactions on Engineering Management) Member, Board of Governors, IEEE Technology Management Council, May 2010-present. Attend one or two meetings annually.

Member of Professional Organization, Association of Information Systems (AIS) Council. (August 2011 - August 2012).

AIS Council is responsible for the major decisions by Association of Information Systems, including about budgeting, advertising, academic and student memberships, and conferences.

Chair, Executive Committee, International Conference on Information Systems. (December 2010 - December 2011).

Chaired ICIS Executive Committee during 2011

Co-Chair, International Conference on Information Systems. (2010).

Conference Panel, "Panel Discussion: Meet the Editors and Ask them Questions." At INFORMS Annual Meeting. (2010).

Editor-in-Chief, IEEE Transactions on Engineering Management

Member, ICIS Executive Committee. (December 2008 - December 2010).

Senior Editor, Information Systems Research Special Issue on "Digital Measures and Competition". (April 2007 - August 2010).

## **Service Honors and Awards**

### **Service, Professional**

National Impact Award, Gateway to innovation Conference, St. Louis, Service, Professional, (2010).

### **Service, University**

Fellow of 2013-14 SEC Academic Leadership Development Program, Southeastern Conference, Service, University, (2013).

selected as fellow of the 2013-14 Southeastern Conference Academic Leadership Development Program, a part of SECU, the conference's academic initiative

### **Other**

Inducted as a Senior Member of IEEE, International, (2014).

## **Pankaj Setia**

University of Arkansas  
Information Systems  
WCOB WCOB224

Qualifications: Scholarly Academic

Sufficiency: Participating

Phone: (479)-575-5653

Email: psetia@uark.edu

### **Brief Biography**

Pankaj Setia (Ph.D., Michigan State University, 2008) is an Associate Professor at the Sam M. Walton College of Business at the University of Arkansas. He studies how organizations leverage IT applications and digital capabilities for superior organizational performance. Open source development and diffusion is another area of his interest. He teaches undergraduate and graduate level courses in the enterprise systems group at the university. His research has been published in leading academic journals such as Information Systems Research (ISR), MIS Quarterly (MISQ), Journal of Operations Management (JOM), Decision Sciences Journal, and Journal of the Association for Information Systems (JAIS).

### **Education**

PhD, Michigan State University, 2008.

Emphasis/major: Information Technology Management

Supporting Areas of Emphasis: Supply Chain

Dissertation Title: Performance impacts of Complementarities between Information Technologies and Demand Management Processes

MBA, Management Development Institute, 2000.

Emphasis/major: Information Management

BS, University of Delhi, 1997.

Emphasis/major: Physics

### **Professional Licenses and Certifications**

Certified for Artificial Intelligence and Software Engineering, Ministry of IT, Government of India. (June 2001 - Present).

Sponsored by DOEACC Society - an autonomous body of Department of Information Technology, Ministry of Communications and Information Technology, Government of India.

Certified Professional for Java2, Sun Microsystems. (December 2000 - Present).

Certified in Object Oriented programming using C++, Computer Society of India. (July 2000 - Present).

## **WORK EXPERIENCE**

### **Teaching Experience**

#### **University of Arkansas**

ISYS 4233 - SEMINAR IN ERP DEVELOPMENT, 16 terms.

ISYS 5233 - ERP DEVELOPMENT, 17 terms.

ISYS 601V - GRADUATE COLLOQUIUM, 8 terms.  
ISYS 6333 - RESEARCH SEMINAR, 1 term.  
ISYS 636V - SPECIAL PROBLEMS, 13 terms.  
ISYS 6533 - MACRO & MESO-LEVEL IS RES, 4 terms.  
ISYS 700V - DOCTORAL DISSERTATION, 13 terms.  
WCOB 2023 - GOODS AND SERVICES, 1 term.

### **Non-Credit Instruction Taught**

Management Development Institute, 15 participants. (January 2010).  
Taught as a Guest lecturer in One class to Executive PhD Students at Management Development Institute  
(One of the top management 10 Institutes in India)

## **RESEARCH**

### **Editorial Activities**

"Managing multiple publications", Pacific Asia Journal of AIS, Associate Editor.

"Editorial board", Metamorphosis, An international journal of management research by Indian Institute of Management, Lucknow, India. (2015 - Present).

"Reviewed", IEEE Transactions on Engineering Management, Editorial Board Member. (August 2012 - Present).

"Associate editor for multiple papers", International Conference on Information Systems, Associate Editor, International. (2017).

"Reviewed multiple publications", CIST (Conference on Information Systems and Technology), International. (2017).  
Member program committee

"Associated Editor for MISQ special issue", Associate Editor. (2015 - 2017).

"Associate editor for multiple papers", International Conference on Information Systems, Associate Editor, International. (2016).

"Multiple publications for journals such as MISQ and ISR". (January 2016 - December 2016).

"Reviewed multiple publications", CIST (Conference on Information Systems and Technology), International. (2016).  
Member program committee

"Conference, Member Program Committee", Workshop on Information Technologies and Systems (WITS), 2015, Fort Worth, TX. (2015).

"IS Strategy and Organizational Impacts Track", International Conference on Information Systems (ICIS), 2015, Fort Worth, Texas, Associate Editor. (2015).

"Multiple publications for journals such as MISQ and ISR". (January 2015 - December 2015).

European Conference on Information Systems (ECIS), 2012, Barcelona, Spain., Associate Editor. (2012).

"Program Committee", CIST Informs. (2012).

"Reviewer for varied journals such as MISQ, ISR, Mgmt. Sc. and JOM, amongst other.", Invited Manuscript Reviewer, International. (January 2012 - December 2012).  
I reviewed over 12 papers as a reviewer for leading IS journals this year.

"Managed Multiple manuscripts", International Conference on Information Systems (ICIS), Associate Editor. (April 2012 - September 2012).

"Multiple Research Papers", Premier journals including MIS Quarterly (MISQ), Information Systems Research (ISR), and Management Science, Ad Hoc Reviewer, International. (January 2010 - December 2010).

I have reviewed 16 IS related journal papers submitted to premier IS and non-IS journals in the last year. In addition to these I have also reviewed 7 papers for various conferences such as ICIS, and CIST.

## **Presentations Given**

Setia, P. (Author Only), Richardson, V., Sanchez, J. M., Smith, R., American Accounting Association's (AAA). Information Systems Section Midyear Meeting and AIS New Scholar Consortium, "Antecedents and Consequent of CIO Equity incentives: How Firms Align the Digital and Business Strategy."

Pankaj Setia, Vern Richardson, Manuel Sanchez, and Rodney Smith. . 2011, Atlanta, Georgia.

Setia, P. (Author Only), Deng, K. (Presenter & Author), INFORMS 2014, San Francisco CA., "Enacting complementarities Dynamic View of Enacting Complementarities for Building Capabilities."

Setia, P. (Presenter & Author), Aljafari, R. (Author Only), 24th Annual Workshop on Information Technologies and Systems (WITS), 2014, Auckland, NZ., "How Digital Patient Engagement Capability Influences Readmissions."

Setia, P. (Presenter & Author), Sambamurthy, V. (Author Only), Closs, D. (Author Only), National University of Singapore, "IDEAL CONFIGURATION OF DEMAND MANAGEMENT INFORMATION TECHNOLOGY AND PROCESS INITIATIVES – IMPACTS ON AGILITY IN TURBULENT ENVIRONMENTS."

Setia, P. (Presenter & Author), Srinivasan, S. S. (Author Only), Menon, N. (Author Only), DSI, "Performance impacts of IT in hospitals: A configurational approach."

Setia, P. (Presenter & Author), Sambamurthy, V. (Author Only), Closs, D. J. (Author Only), ISIS, ISB India, "The effects of Information Technologies on Agility and Performance of Demand Management Process."

Deng, K. (Presenter & Author), Setia, P. (Author Only), International Conference on Information Systems ICIS, "Internally or Externally Oriented IT Competencies: A Configuration Theory Perspective on How to Build Demand Management Agility." (December 2017).

Setia, P. (Presenter & Author), Bhuiyan, M. S. (Author Only), International Conference on Information Systems ICIS, "Internally or Externally Oriented IT Competencies: A Configuration Theory Perspective on How to Build Demand Management Agility Exploring the Role of Justice Perception." (December 2017).

Setia, P. (Author Only), Soh Noume, F. L. (Presenter & Author), INFORMS Conference on Information Systems and Technology (CIST), "Impact of Fit and Lack of Fit between IT Infrastructure Components on IT Spending Returns," Houston, TX. (October 2017).

Setia, P., Indian Institute of Management, IIM, "Choice of IT Governance Mode: Effect of IT infrastructure Agglomeration," Ahmedabad, India. (2016).

- Setia, P., Indian School of Business, ISB,, "Choice of IT Governance Mode: Effect of IT infrastructure Agglomeration," Hyderabad, India. (2016).
- Setia, P., Havakhori, T., Rahman, M., INFORMS Conference on Information Systems and Technology (CIST), "Choice of IT Governance Mode: Effect of IT infrastructure Agglomeration," Nashville, TN. (2016).
- Setia, P., Indian Institute of Management, IIM, "Effect of Technology Similarity on the Choice of IT Governance Mode across Business Units," Bangalore, India. (2016).
- Setia, P., Menon, N., Srinivasan, S. S., ISDSI, "Role of EHR Archetypes in creation and delivery of healthcare services: Impacts on cost, length of stays, and quality of care," DSI. (December 29, 2013).
- Setia, P., Decision Science Institute, "Research Trends in Management Information Systems," DSI. (November 2013).
- Setia, P., WISE, "Antecedents and Consequent of CIO Equity incentives: How Firms Align the Digital and Business Strategy." (December 2010).

## **Publications - Research Related**

### *Journal Article (Revise and Resubmit)*

Setia, P., Bayus, B., Rajagopalan, B. "Developer Community Activities and Takeoff in Open Source Product Adoptions: A Signaling Perspective". To be submitted for fifth round of review.

### *Book (Published)*

Setia, P. How Computational Technologies influence Choice: A Neuroscientific Perspective: Part 1: Individual Well-Being: Effects of Technology and Choices. 2018.

### *Journal Article (Published)*

Setia, P. "Lean vs. Agile Supply Chain: The Effect of IT Architectures on Supply Chain Capabilities and Performance". January (1st Quarter/Winter) 2018.

### *Journal Article (Accepted)*

Setia, P., Speier-Pero, C. "Reverse Auctions to Innovate Procurement Processes: Effects of Bid Information Presentation Design on a Supplier's Bidding Outcome". April (2nd Quarter/Spring) 2015.

### *Journal Article (Revise and Resubmit)*

Setia, P., Sambamurthy, V., Closs, D. J. "The Effects of Information Technologies on Agility and Performance in Demand Management Operations".

### *Journal Article (Revise and Resubmit)*

Setia, P., Bayus, B., Rajagopalan, B. "Impacts of Community Activities on Open Source Software Takeoff: A Signaling Perspective".

### *Journal Article (Accepted)*

Setia, P., Patel, P. C. "How IT helps create OM capabilities: Consequents and Antecedents of Operational Absorptive Capacity".

### *Journal Article (Revise and Resubmit)*

Setia, P., Patel, P. C. "How IT helps create OM capabilities: Consequents and Antecedents of Operational Absorptive Capacity".

### *Journal Article (Published)*

Setia, P., Rajagopalan, B., Sambamurthy, V., Calantone, R. "How Peripheral Developers Contribute to Open-Source Software Development". issueIssue 1, March 2012. 144-163.

*Journal Article (Accepted)*

Setia, P., Setia, M., Krishnan, R., Sambamurthy, V. "The Effects of the Assimilation and Use of IT Applications on Financial Performance in Healthcare Organizations". Journal of the Association for Information Systems. issue3. March 2011. 274-298, The paper appeared in the special issue on Health Care IT: Process, People and Patients at Journal of Association of Information Systems (JAIS) in March of 2011.

This research examines the impacts of the assimilation and use of IT on the financial performance of hospitals. We identify two dimensions of IT assimilation and use. They are the IT applications architecture spread, which is the adoption of a broader array of IT solutions, and IT applications architecture longevity, which is the length of experience with use of specific IT solutions. We examine the extent to which these dimensions of assimilation within the business and clinical work processes impact hospital performance. Compared with the effects of IT applications architecture spread, we find that the IT applications architecture longevity has a more significant effect on financial performance. In addition, the effects of assimilation manifest differently across the business and clinical process domains. Our results enhance understanding about the manner in which the assimilation and use of IT contributes to the financial performance of hospitals.

*Conference Proceeding (Published)*

Setia, P., Sambamurthy, V., Closs, D. J. "Ideal Configuration of Demand Management Information Technology and Process Initiatives – Impacts on Agility in Turbulent Environments". December 2010. Abstract published in the proceedings of ISIS conference, (Indian School of Business) ISB Hyderabad, India.

*Conference Proceeding (Published)*

Setia, P., Sambamurthy, V., Closs, D. J. "Agility in Demand Management: A Configurational Perspective?". November 2010. Decision Sciences Institute (DSI), 2010, San Diego, C.A.

*Journal Article (Paper Under Review)*

Setia, P., Caporarello, L., Magni, M., Basaglia, S., L. "IT Impacts on a Team's Absorptive Capacity: Empirical Examination of Synergies between Behavioral Integration and Team IT Use". Under First Round of Review.

*Journal Article (Paper Under Review)*

Setia, P., Richardson, V., Smith, R., Sanchez, J. M., Smith, R. "Antecedents and Consequent of CIO Equity incentives: How Firms Align the Digital and Business Strategy". Under First Round of Review.

*Conference Proceeding (Published)*

Setia, P., Richardson, V., Smith, R. "Business value of partner's it intensity: value co-creation and appropriation between customers and suppliers". August 2010. American Accounting Association, Annual Meeting.

*Journal Article (Paper Under Review)*

Setia, P., Speier, C. "Impact of IT formats on Supplier Performance in Reverse Auctions: Role of Cognitive and Affective elements of Auction design". Under First Round of Review.

*Conference Proceeding (Published)*

Caporarello, L., Magni, M., Basaglia, S., Setia, P. "Behavioral integration and team creativity: the role of team absorptive capacity and technology usage". June 2010. Proceedings of the XI Workshop di Organizzazione Aziendale (Workshop on Organization Studies), 2010, June 16-18, Bologna, Italy.

*Journal Article (Published)*

Vickery, S., Droge, C., Setia, P., Sambamurthy, V. "Supply chain information technologies and organizational initiatives: Complementary versus independent effects on agility and firm performance". issue3. January (1st Quarter/Winter) 2010. 7025-7042, The paper was published in 2010, but was accepted in 2009 and I had mentioned that in the previous year's AFPR.

## **Research Honors and Awards**

Best Reviewer Award, Informs' Conference on Information Systems Technology (CIST), Scholarship/Research, (2012).

## **SERVICE**

### **University Service**

#### **College/School**

Placement and Co-op Advisory Committee. (2013 - 2015).

#### **Department**

Committee Member, Research Committee. (2017 - Present).

Committee Chair, PhD Committee. (2015 - Present).

Committee Chair, PhD Committee. (May 2015 - 2016).

Committee Member, Research Committee. (August 2011 - 2015).

Library Committee. (August 2011 - 2015).

Committee Member, Peer Review Committee. (August 2010 - December 2014).

Committee Member, Faculty Recruitment Committee. (August 2010 - March 2011).

We are hiring two new Assistant Professors in the department. My role was to be a contributor to discussions on various aspects of hiring including shortlisting of candidates, interviewing, and evaluation for creating final listing of candidates to be invited for campus visits etc. The recruitment is still on going.

Committee Chair, ERP Hosting Committee. (2010).

### **Professional Service**

Conference Session Chair, INFORM's Conference on Information Systems Technology. Discussed the papers in the session. Critiqued individual papers and managed the overall session.

Co-Chair, ACM SIGMIS Computers and People Research. (2017 - 2018).

Digital Innovations, Transformation, and Society Conference 2018. (2017 - 2018).

Committee Member, 24th Workshop on Information Technologies and Systems 2014 (WITS 2014), Auckland, NZ. (2014).

Committee Member, CIST (Conference on Information Systems and Technology), INFORMS. (2014).

Track Co-Chair, Decision Sciences Institute. (August 2010 - November 2011).

i was responsible for managing all the submissions to the 'Information Technology' track at DSI 2011, Boston. Over 125 submissions were received in the track. Finally, I also help put together three featured sessions with presentations from leading experts in the field.

Committee Member, INFORMS Conference on Information Systems Technology (CIST). (October 2010).



## **Carole Shook**

University of Arkansas  
Supply Chain Management  
WCOB WCOB475J

Qualifications: Instructional Practitioner

Sufficiency: Participating

Phone: (479)-575-6096

Email: CShook@walton.uark.edu

### **Brief Biography**

Carole Shook is an instructor at the Sam M. Walton College of Business Supply Chain Management Department. She currently teaches Transportation and Distribution Management and Freshmen Business Connections.

### **Education**

BSBA, University of Arkansas.  
Emphasis/major: MGMT

MBA, University of Arkansas.  
Emphasis/major: ACCT/MKTG

### **Professional Licenses and Certifications**

Certified Public Accountant, Arkansas State Board of Public Accountancy.  
CPA certificate with active license to practice.

IFRS Certificate, AICPA. (July 2012 - Present).  
This represents a comprehensive study of International Accounting.

Chartered Global Management Accountant, AICPA. (January 2012 - Present).  
This is an international credential given in partnership with the AICPA and the Chartered Accountants of England. It signifies experience and expertise in Managerial Accounting.

## **WORK EXPERIENCE**

### **Professional Positions**

#### **Academic - Post-Secondary**

Academic - Post-Secondary, Instructor, University of Arkansas. (1999 - Present).

### **Teaching Experience**

#### **University of Arkansas**

MKTG 4433 - RETAIL STRATEGY, 1 term.  
SCMT 2103 - INTRO TO SUPPLY CHAIN, 5 terms.  
SCMT 3443 - TRANSPORT & DISTRIBUTION MGT, 49 terms.  
WCOB 1111 - FRESHMAN BUSINESS CONNECTION, 11 terms.  
WCOB 2013 - MARKETS AND CONSUMERS, 11 terms.  
WCOB 2023 - GOODS AND SERVICES, 8 terms.

WCOB 2033 - HUMAN CAPITAL, 10 terms.  
WCOB 2043 - FINANCIAL RESOURCES, 1 term.  
WCOB 4993H - HONORS THESIS, 10 terms.

## Professional Development

Teaching/Learning Workshop, "All Faculty Dead Day Workshop," TFSC, Fayetteville. (December 2018).

Teaching/Learning Workshop, "Learning to Use "Clickers"," TFSC and TIPS, Fayetteville. (November 2018).

Conference Attendance, "CSCMP Academic Research Symposium," CSCMP, Nashville, TN, United States. (September 2018).

I presented three papers at this conference.

Teaching/Learning Workshop, "Teaching and Learning Workshop on Open Educational Resources," Teaching and Faculty Support Center, Fayetteville, AR. (September 2018).

Teaching/Learning Workshop, "Baum Teaching Workshop," Teaching and Faculty Support Center, Fayetteville, AR. (August 2018).

"Coursework," University of Arkansas, Fayetteville, AR. (January 2017 - May 2018).

I continued to work on my doctoral degree in Higher Education. In 2017 the following three hour courses were taken: Trends, Issues, and Problems in Higher Ed, the College Presidency, Practicum in Higher Education, Independent Study in Higher Education, History of Higher Education, and Qualitative Studies. This coursework enables me to learn techniques in writing academic papers. In 2018 two additional classes were taken - Legal Issues in Higher Education and Leading Change.

Conference Attendance, "SCMRC Conference," SCMRC, Fayetteville, AR. (April 2018).

Conference Attendance, "Women in Technology," ITRI, Fayetteville, AR. (April 2018).

Conference Attendance, "CSCMP Academic Research Symposium," CSCMP, Atlanta, Georgia. (September 2017).

Attended a full day conference sponsored by CSCMP that features academic research.

"CSCMP Academic Research Symposium." (September 2017).

"FBC," Undergraduate Studies Office, Fayetteville, AR. (August 2017).

A two hour workshop is conducted to explain the expectations of FBC for the year.

Seminar, "Baum Teaching Workshop," Teaching and Faculty Support Center, Fayetteville, AR. (August 2017).

A variety of educational techniques to improve teaching were presented.

Continuing Education Program, "Supply Chain Continuing Education," APICS, CSCMP, Retailwire. (May 2017 - August 2017).

Webinars: 2017 – Each is one hour

APICS: Ashley Furniture Industries: The Business Case for Inventory Optimization Date: May 16

APICS: Is Least Cost Formulation Enough? Presented by Quintiq. Date: May 18

Retailwire: How Technologies are Transforming Value Chains: May 26

APICS: Making it Count – Designing, Executing, and Sustaining Supply Chain Transformation. Date: June 14

Retailwire: Revolutionary approaches to knowing your customer: June 29

Retailwire: How online trips became unprofitable: June 29

Retailwire: Three ways to Reimagine Retail Through Better Merchandise Planning: July 27

Retailwire: The Digital Bridge to the Consumer: August 2

APICS: CPIM Transformed for Today's Busy Professional Date: August 8  
Retailwire: 3 ways to reimagine retail: through better merchandise planning: August 13  
CSCMP: Modernize your supply chain through visibility and efficiency: August 24

Seminar, "Winter Symposium," Teaching and Faculty Support Center, Fayetteville, AR. (January 2017).  
A variety of teaching and learning techniques were discussed.

Began working on EdD in Higher Education, "Coursework in Higher Education," University of Arkansas,  
Fayetteville, AR. (May 2016 - December 2016).

In Summer 2016 I completed three courses: ESRM 6403 Educational Statistics and Data Processing where  
I learned advanced statistical techniques and SAS; HIED 5073 Management of Higher Education; and  
HIED 5043 Student Development in Higher Education. In Fall 2016, I completed two courses:  
HIED 6683 Governance and HIED 6693 Educational Research.

Conference Attendance, "CSCMP Educator's Conference." (September 2016).

Continuing Education Program, "Continuing Professional Education," AICPA. (January 2016 - May 2016).  
I completed 40 hours of continuing professional education that focus on accounting, ethics, and business in  
2016. This CPE was offered by the AICPA.

Conference Attendance, "CSCMP Educator's Conference," CSCMP, San Diego, CA. (September 2015).  
I attended the CSCMP Educator's conference and attended all sessions based on teaching.

Conference Attendance, "Conference on Teaching and Learning," American Accounting Association,  
Chicago, IL. (August 2015).

Attended and presented at the CTLA. Attended 12 hours of workshops.

Seminar, "Baum Teaching Workshop," Teaching Academy, Fayetteville, AR. (August 2015).  
Attended and presented at the Baum Teaching Workshop

"Obamacare and the effect on tax accounting," Arkansas Society of CPAs, Springdale, AR. (July 2015).  
This session lasted 8 hours and dealt with the Obamacare issues and the effect on tax.

Continuing Education Program, "CPA Continuing Education," AICPA and ASBPA. (March 2015 - May  
2015).

I completed 24 hours of self study continuing professional education in accounting and auditing.

"Teaching Academy Workshops," Teaching Academy. (April 2015).

"Advisor Training," Office of Student Involvement, Fayetteville, AR. (August 2014 - April 2015).  
I attended three of three advisor training sessions put on by Rainer Gall of the Student Involvement Center.  
These advising sessions were for advisors for student organizations.

"Dead Day Workshop," Teaching and Faculty Support Center, Fayetteville, AR. (December 2014).  
A guest speaker was brought in from N Carolina to discuss classroom practices.

Teaching Academy Induction Banquet, "Attendance Presentation," Teaching Academy, Fayetteville, AR.  
(December 2014).

"Teaching Academy Workshops." (August 2014 - December 2014).  
These are teaching workshops only put on for members of the Teaching Academy. I attended three of four  
of them. The fourth one was scheduled when I had a dr's apptmt.

"Not So New Faculty Lunch," Teaching and Faculty Support Center, Fayetteville, AR. (November 2014).

"Susan Bristow Teaching Workshop," Walton College Center for Teaching Effectiveness, Fayetteville, AR.  
(November 2014).

"Teaching Effectively," Global Campus, Fayetteville, AR. (October 2014).  
With global campus and other campus experts

"Baum Award Winner Presentation," Walton College Center for Teaching Effectiveness, Fayetteville, AR.  
(September 2014).

"Christian Hofer Teaching Presentation," Walton College Center for Teaching Effectiveness, Fayetteville,  
AR. (September 2014).

Conference Attendance, "C200 Leaning In: Diversity in Business Leadership," C200, WISE, SCMRC,  
Fayetteville, AR. (September 2014).

Conference Attendance, "SCMRC Symposium," SCMRC, Fayetteville, AR. (September 2014).

"Baum Teaching Workshop," Teaching Academy, Fayetteville, AR. (August 2014).

Conference Attendance, "University of Arkansas Teaching Camp," Teaching and Faculty Support Center,  
Petit Jean State Park, AR. (August 2014).

"FBC Orientation," Undergraduate Programs Office, Fayetteville, AR. (August 2014).

Online Class, "Peer Reviewer Course," UA Global Campus. (December 2013).  
This was a two week online course that took 30 hours to complete. It trains online peer reviewers for  
Quality Matters.

"Quality Matters - QM Rubric Course," U of A Global Campus, Fayetteville, AR. (October 2013).  
This was a one day workshop put on by the Global Campus and Quality Matters about what a good online  
class contains using the rubric.

Continuing Education Program, "Lean Accounting," Arkansas Society of CPAs, Springdale, AR. (October  
2012).  
International Taxation and how trade is affected - an 8 hour course.

Continuing Education Program, "Western CPE Continuing Education Program," Western CPE, Rapid City,  
SD. (July 2012).  
This program delves into industry accounting, cash flow statements, an accounting update, and how to deal  
with dysfunctional co-workers. 24 hours of CPE are earned.

Continuing Education Program, "IRFS Certificate," AICPA. (June 2012 - July 2012).  
I earned a certificate in IRFS by completing a 41 hour program sponsored by the AICPA.

Continuing Education Program, "CPE Express," AICPA. (January 2012 - June 2012).  
I completed 31 hours of CPE Express in topics such as ethics, financial accounting, and managerial  
accounting.

Conference Attendance, "American Accounting Association," American Accounting Association, San  
Francisco, CA. (August 2010).  
I attended various sessions of the American Accounting Association and earned 17.5 hours of Continuing  
Professional Education hours.

## **Teaching Honors and Awards**

CSCMP Innovative Supply Chain Teaching Award, CSCMP, Teaching, (2017).  
This award is given by CSCMP and has an international scope. I am the second person to win it for my  
High School education program. The first winner was MIT for a grad program.

Seniors of Significance Mentoring Award, Arkansas Alumni Association, Teaching, (2016).

Christine Tan was named a senior of significance. She chose me as the faculty member who had mentored her the most. I received an award from the alumni association for mentoring her.

Seniors of Significance Mentoring Award, Arkansas Alumni Association, Teaching, (2015).  
Three seniors of significance named me as their mentor: Audrey McClain, Helen Chen, and Rachel Stoehr.

Top Ten Professor at the University of Arkansas by the ASG/SAB, Associated Student Government and Student Alumni Board, Teaching, (2015).

2013 Imhoff Award Finalist, University of Arkansas Teaching Academy, Teaching, (2014).  
The Imhoff Award chooses three finalists from the university community each year based on teaching and mentoring. I was a finalist for the award.

Fellow in the University of Arkansas Teaching Academy, Teaching Academy, Teaching, (2014).

Game Day Professor, Arkansas Razorback Football Program, Teaching, (2014).  
The football team selects one professor for each home game to honor for dedication to education.

Marketing Research Award, International Academy of Business and Public Administration Disciplines Conference, Teaching, (2014).  
An honors thesis paper written by Bethany Haefner with my guidance, and edited and presented by me, called Private Labels' Influence on College Students Purchase Behavior won the Marketing Research award at the conference.

Walton College Outstanding Teaching Award, Sam M. Walton College of Business, Teaching, (2013).

## RESEARCH

### Presentations Given

Shook, C., C. T., Academic Research Symposium, "Millennials: How to Understand and Manage the Next Generation," CSCMP, Nashville, TN. (September 2018).

Shook, C. (Presenter & Author), McClain, A. (Author Only), Council of Supply Chain Management Academic Research Symposium, "The Effectiveness of Supply Chain Transparency among Consumers," CSCMP, Atlanta, GA. (September 2017).

Shook, C. (Presenter & Author), Kosmitis, A. (Author Only), International Association of Spirituality and Religion, "How Religion Influences Business Students' Ethical Practices." (May 2017).

### Publications - Teaching Related

*Newsletter (Published)*

Shook, C. Inexpensive and Easy Techniques to Increase the Number of Accounting Majors at Your School. XX1 edition. issue2. February 2012. 2.

*Newsletter (Published)*

Shook, C. Using YouTube to Make Cost Accounting More Understandable. XX edition. issue2. January (1st Quarter/Winter) 2011. 10 - 12.

### Educationally Related Presentations and Workshops

"URBN Case Study", presented at Academic Research Symposium, International, Sponsored by CSCMP, Accepted, Published in Proceedings. (September 2018).

"Using a Supply Chain Management Honors Society to Increase Professionalism and Soft Skills", presented at Academic Research Symposium, International, Sponsored by CSCMP, Accepted, Published in Proceedings. (September 2018).

"Innovative Activities to Introduce Students to Supply Chain Management: High School and Beyond", presented at Council of Supply Chain Management Academic Research Symposium, International, Sponsored by CSCMP, Accepted, Published in Proceedings. (September 2017).

"Creating a Supply Chain Honors Society", presented at Council of Supply Chain Management Educator's Conference, International, Sponsored by CSCMP, Accepted. (September 2016).

"Learning How to Teach Online Courses", presented at AACSB Supply Chain Management Conference, International, Sponsored by AACSB, Invited. (March 2016).

"Incorporating and Improving Communications skills in class", presented at Teaching and Technology in the 21st Century, State, Sponsored by Teaching and Faculty Support Center, Global Campus, IT Services, Invited. (October 8, 2015).

The Office of Provost, Cordes Teaching and Faculty Support Center, Global Campus, and IT Services Faculty Technology Center are co-sponsoring a Teach and Technology in the 21st Century event as part of the Faculty Enrichment Series on October 8 from 10:00-2:00 in the Union, rooms 509-511. For this event the TFSC co-directors are asking faculty to lead discussion at several round tables. We would like to see if you would lead discussion for the table focused on

Incorporating and improving communication skills in class

"Best Practices for an Online Class", presented at Council of Supply Chain Management's Educator's Conference, International, Sponsored by CSCMP, Accepted, Published in Proceedings. (September 27, 2015).

"Speaking Out: Getting Students to Participate in Class Discussion", presented at Baum Teaching Workshop, Local, Sponsored by Teaching Academy, Invited. (August 20, 2015).

I created a session about teaching participation better and created a handout including weblinks. I also recruited a panel to discuss this issue of which I was a part of.

"Game On: Enterprise Resource Planning Simulation", presented at Conference on Teaching and Learning, International, Sponsored by American Accounting Association, Accepted, Published in Proceedings. (August 9, 2015).

"Teaching Online Classes - Lessons Learned", presented at AACSB Supply Chain Management, International, Sponsored by AACSB, Invited. (March 2015).

"Teaching Large Classes", presented at University of Arkansas Not So New Faculty Presentation, Local, Sponsored by Teaching and Faculty Support Center, Invited. (September 18, 2014).

This was also presented September 19, 2014. It is based on the presentation created at Teaching Camp.

"My Journey in Teaching", presented at Walton College Teaching Center Presentation, Local, Sponsored by Walton College Teaching Center, Invited. (April 26, 2014).

"What a First Year Experience Class Looks Like", presented at University of Arkansas Teaching Academy Symposium, Local, Sponsored by Teaching Academy, Invited. (January 22, 2014).

"Private Label's Influence on College Students Purchase Behavior", presented at International Academy of Business and Public Relations Disciplines, International, Sponsored by IAPAD, Accepted. (January 3, 2014).

Due to recent events in the economy, many consumers' purchasing habits have shifted from national brands to private labels. In general, private label items were thought to be poor quality when measured up to their name brand equivalent due to its price, visual appeal, and other extrinsic cues. As previous

literature shows, there is a clear competition between private labels and national brands. Manufacturers are more often entering the private label market to make up for lost sales. To capitalize on this major opportunity, Walmart redesigned the packaging of its major private label brand, Great Value. Consumers have been more comfortable with purchasing name brands for intangible benefits. However, when purchasing items with low social risks, private label products are preferred. The purpose of this study is to reproduce and confirm prior research conclusions that brands have an effect on the general consumer brand attitude and purchasing behavior amongst a smaller target market: college students.

"Finance + Fraud = Happier Accounting Students", presented at Conference on Teaching and Learning, International, Sponsored by American Accounting Association, Accepted. (August 2013).  
The presentation included how I incorporated finance concepts and frauds into WCOB 2043 Financial Resources.

"Improving Professionalism Through a Student Video Assignment", presented at American Accounting Association Annual Meeting, International, Sponsored by AAA, Accepted. (August 7, 2012).

"Inexpensive and Easy Techniques to Increase the Number of Accounting Majors at Your School", presented at American Accounting Association Annual Meeting, International, Sponsored by American Accounting Association, Accepted. (August 2011).

"Building a Cost Accounting Fun Zone", presented at American Accounting Association Annual Meeting, International, Sponsored by American Accounting Association, Accepted. (August 2, 2010).  
This session provided relevant youtube.com manufacturing videos and tips on how to use the food items shown in the clips to facilitate learning and discussion of cost accounting topics and concepts.

"Teaching Cost Accounting: Building an Accounting Fun Zone Using Video Clips, Factories, and Food", presented at Conference on Teaching and Learning in Accounting, International, Sponsored by Teaching Learning and Curriculum section of the American Accounting Association, Accepted. (July 31, 2010).

This session was designed to show that cost accounting can be fun. Relevant youtube clips, factories, and food were discussed as well as in depth teaching notes and suggestions provided to participants.

## **SERVICE**

### **University Service**

#### **College/School**

Member, Special Events Committee. (August 2011 - Present).

Committee Member, Walton College Special Events Committee. (June 2011 - Present).

Student Recruiter, Students/Parents attend class. (February 2009 - Present).  
During the year the University of Arkansas Honors Program and the Walton College Recruiting Program have had parents and prospective students attend my classes.

Member, Walton College Scholarship Committee. (March 2017 - May 2018).

Serve on the advisory council for University events the center put on, John H. Tyson Faith and Spirituality Center Faculty Advisory Board. (July 2009 - July 2014).  
I am on a committee to provide advice and guidance to the center. As it is a new center it involves a lot of time spent thinking of ideas. The Center is the only one at a public institution and one of 10 at a college.

Committee Member, Walton College People Development Committee. (March 2009 - December 2012).

I met with the entire committee on numerous occasions to develop a strategy for the Walton college in regards to people. I worked on a sub committee to create a draft statement on people policies for the executive committee.

## **Department**

Faculty Advisor to the Sigma Chi Mu Tau Honors Society. (March 2016 - Present).

Committee Chair, Department Scholarship and Awards Committee. (May 2012 - Present).  
I served as a member of the committee, until 2016 when I served as chair.

Supply Chain Management Student Ambassadors. (July 2011 - July 2015).  
I organize classroom presentations and choose ambassadors. I update and create presentations.

Attendee, Meeting, C200 Conference. (September 2014).  
I attended the C200 Conference as a department representative.

Committee Member, Department of Accounting Undergraduate Curriculum Committee. (August 2007 - May 2011).  
This committee is in charge of all the undergraduate curriculum and assessment among other duties.

Committee Member, Department of Accounting Scholarships and Awards Committee. (August 1999 - May 2011).  
The committee reviews applications for scholarships and awards scholarships to students in the Department of Accounting. The committee also chooses both alumni and student awards for the department. There are issues that arise throughout the year, including the summer months, that the committee needs to respond to as well.

## **University**

Member, Teaching Council. (September 2018 - Present).  
I am a member of the University of Arkansas Teaching Council and serve at the pleasure of the chancellor.

Chair, Calendar Committee. (July 2014 - Present).  
The committee discusses and decides issues involving the university calendar and final exams.

Student Org Advisor (Non-Professional Org), Faculty advisor to the Chinese Students and Scholars Association. (January 2014 - Present).  
I meet with officers on a weekly basis and help manage problems that occur and event planning.  
CSSA had 7 major events that served over 5,000 students, faculty/staff, and community members.  
I attend the events and make sure that things are running smoothly.

Attendee, Graduation, Graduation. (December 2012 - Present).  
I have attended both Fall and Spring graduations.

Student Recruiter, Women's Golf Program. (March 2009 - May 2017).  
I meet with golf recruits and their parents to discuss the Business College.

Faculty Advisor, Council of International Leadership. (September 2014 - May 2016).  
The Associated Student Government and the Office of Diversity created a new council to work on enhancing diversity at the U of A.

Committee Member, Teaching Council. (November 2014 - December 2015).  
The Teaching Council sets rules regarding teaching policies for the University of Arkansas campus. I am the representative for the Teaching Council.

Educational Advisor, Adopt a Prof - Yocum Hall. (February 2014 - December 2015).  
I attend events at Yocum Hall to get to know the staff and residents of the hall and provide them access to a professor for educational advice.

Committee Member, Family of the Year Selection Committee. (August 2015).  
I reviewed applications and evaluated each application using a numbered scale. I was the only faculty representative on this committee.

Consultant on Social Media, Tyson Center for Faith and Spirituality. (January 2015).  
I met with the Tyson Center and discussed how to leverage social media, the types of posts that might be effective, and how to attract a specific target audience.

Committee Member, Distinguished Lectureship Committee. (August 2012 - July 2014).  
There are bi-weekly members to discuss potential lecturers. I also completed two surveys in which I solicited student feedback to help define a list of possible speakers.

Razorback Bridge Mentor. (August 2010 - July 2014).  
I serve as a mentor to a minority student.

Football Program Recruiter. (January 2011 - January 2014).  
I attended multiple events with the football program and talked about the Walton College. I gave college tours as well to prospective football players.

Committee Member, International Faith and Spirit at Work Conference Planning Committee. (March 2011 - September 2013).  
I have developed promotional materials, ran the social media, and developed materials to be given to conference members. I was a webpage administrator as well.

Committee Member, Student Tech Fee Committee. (July 2010 - December 2012).  
This committee supervises and directs how the student tech fees will be used. Currently under review is the paper printing policy and the development of a new multi-use lab in the Union along with various other proposals.

Committee Member, Faculty Panel on Complaint Procedures for Undergraduate Students. (July 2008 - July 2011).  
I served on this committee in the past. This is my second term.

Committee Member, University of Arkansas Public Safety Committee. (July 2008 - July 2011).  
I am a member of the University of Arkansas Public Safety Committee.

Member, U of A General Education Core Curriculum committee. (November 2007 - July 2011).  
General Education Core Curriculum Committee Establishes the objectives of the general education core curriculum for the Fayetteville campus; reviews courses requested by the college faculties to be added to the state-approved list of courses and recommends additions and deletions from that list; reviews the performance of UA students on the Rising Junior Exam and other assessments of achievement in general education in relation to the core to assess educational needs; and explores alternative ways to satisfy core curriculum objectives. The Committee monitors the effectiveness of the general education core curriculum to detect the need for, or possibility of, variances and undertakes other duties as required to ensure that the core meets the needs of this campus and its students. The committee has created a diversity proposal which has required close work with the WCOB also.

Walton College Representative, University of Arkansas Financial Aid Committee. (July 2007 - August 2010).  
I am the only Walton College representative to the Financial Aid Committee. It is a 3 year term. The committee meets once every week even in summer for meetings that last one to one and one half hours. Financial aid appeals are reviewed.

## **Professional Service**

Committee Member, Education Task Force Arkansas State Board of Public Accountancy. (December 2009 - July 2014).

I am the University of Arkansas representative for a Task Force composed of only seven schools in Arkansas that are reviewing and changing the rules to take the CPA exam in Arkansas.

Conference Session Chair, International Academy of Business and Public Administration Disciplines. (January 2014).

I organized and chaired a session at the conference.

Committee Member, Education Research Award and Hall of Honors Selection Committee, Teaching Learning and Curriculum Section of the American Accounting Association. (December 2009 - May 2011).

This committee chooses the winner of the Outstanding Published article in Accounting and selects an inductee in the TLC Hall of Honors (Hall of Fame).

## **Public Service**

Auditor, Miss Dogwood Pageant. (August 2014 - Present).

Auditor, Miss Northwest Arkansas pageant. (February 2014 - Present).

I serve as an Auditor for Miss NWA's pageant which includes a Miss, Princess (2 ages), and Outstanding Teen pageant. I also served as an interview preparer for Miss NWA.

Auditor, Miss Heart of the Ozarks Pageant. (February 2013 - Present).

I served as the auditor for the Miss Heart of the Ozarks pageant.

Auditor, Princess Pageant for the University of Arkansas. (December 2008 - Present).

The princess pageant involves auditing and adding judges scores, the use of specialized software, and submitting pageant info to the Miss America Organization.

Auditor, Miss University of Arkansas Pageant. (January 2006 - Present).

I donate time to serve as one of two auditors for the Miss University of Arkansas pageant, tabulating and checking the scores of the judges. I spent time learning the specialized software and arriving early to the pageant and staying until all reports could be submitted to the Miss America Organization.

## **Service Honors and Awards**

### **Service, University**

University of Arkansas Outstanding RSO Advisor, Student Affairs, Service, University, (2017).

This award recognizes the top advisor of all student organizations at the University of Arkansas. This is my third time to win the award for advising the Chinese Students and Scholars Association.

University of Arkansas RSO Advisor of the Month - October 2017, SOOIE, Service, University, (2017).

University of Arkansas Outstanding RSO Advisor, University of Arkansas, Service, University, (2016).

I received this award for my work with the Chinese Students and Scholars Association.

High Performance Team Award, Sam M. Walton College of Business, Service, University, (2015).

I was a member of the Freshman Orientation Advising Team who won the High Performance Team Award.

Outstanding Diversity Initiatives, Sam M. Walton College of Business, Service, University, (2015).

I was recognized for my work with the Chinese Students and Scholars Association.

Senior of Significance Mentoring Award, Arkansas Alumni Association, Service, University, (2015).

I was chosen as a mentor for one of 71 outstanding graduating seniors (known as seniors of significance). I was the only faculty member in Supply Chain chosen.

Distinguished Lectures Outstanding Faculty Member, Distinguished Lectures Committee, Service, University, (2014).

Outstanding RSO Advisor, Registered Students Organization Office, Service, University, (2014).

This award was presented for my work with CSSA, which also won Outstanding RSO, Outstanding Member, and Outstanding Program.

Walton College Outstanding Service Award, Sam M. Walton College of Business, Service, University, (2014).

Outstanding Mentor, Office of Nationally Competitive Awards, Service, University, (2012).

Professional Development Recognition Program, NACADA - The Advising Business Majors Commission, Service, University, (2011).

I completed several professional development activities to make myself a more involved and better advisor and received national recognition.

Professional Development Recognition Program, NACADA - The Advising Business Majors Commission, Service, University, (2010).

I completed several professional development activities to make myself a more involved and better advisor and received national recognition.

### **Advising/Mentoring**

RSO Advisor of the Year, SOOIE, Advising/Mentoring, University, (2018).

I was named one of the top 5 advisors for an RSO on campus

## **Zachary R. Steelman**

University of Arkansas

Information Systems

WCOB 212

Qualifications: Scholarly Academic

Sufficiency: Participating

Email: zsteelma@uark.edu

### **Education**

PhD, University of Arkansas, 2014.

Emphasis/major: Information Systems

Dissertation Title: The Differentiation and Integration of Information Technologies: Three Empirical Studies on "Bring Your Own Devices"

MIS, University of Arkansas, 2010.

Emphasis/major: Information Systems

BBA, Northeastern State University, Tahlequah, OK, 2009.

Emphasis/major: Information Systems

### **WORK EXPERIENCE**

#### **Professional Positions**

##### **Academic - Post-Secondary**

Academic - Post-Secondary, Assistant Professor, Spears School of Business. (2014 - 2017).

Management Science and Information Systems Department

Academic - Post-Secondary, Graduate Assistant/Instructor, Sam M. Walton College of Business. (2009 - 2014).

##### **Professional**

Professional, SAP Business Warehouse and ABAP Developer, Colgate-Palmolive. (2009 - 2010).

#### **Teaching Experience**

##### **University of Arkansas**

ISYS 4233 - SEMINAR IN ERP DEVELOPMENT, 3 terms.

ISYS 4453 - INTRO ENTERPRISE SERVERS, 1 term.

ISYS 5133 - E BUSINESS DEVELOPMENT, 3 terms.

ISYS 5453 - BLOCKCHAIN AND ENT DATA, 5 terms.

ISYS 5463 - ENTERPRISE TRANS SYSTEMS, 1 term.

ISYS 5833 - DATA MANAGEMENT SYSTEMS, 5 terms.

ISYS 636V - SPECIAL PROBLEMS, 1 term.

#### **Professional Development**

Conference Attendance, "2018 Northwest Arkansas Tech Summit." (October 2018).

Conference Attendance, "America's Conference of Information Systems," AIS, New Orleans, LA, United States. (August 2018).

Conference Attendance, "51st Hawaiian International Conference on System Sciences." (January 2018).

Conference Attendance, "2017 North American Blockchain Expo," San Jose, CA. (November 2017).  
This event was hosted in San Jose, CA with approximately 9000 attendants. The event provided insights into the current state of the blockchain industry, where companies are headed, and potential partner companies that we attempted to make connections with for future research and academic initiatives.

"2017 U of A Faculty and Ph.D. ERPsim Training," Fayetteville, AR. (September 2017).  
Annual training to update SAP and ERPsim simulation training to be able to teach and run the simulation in class.

Conference Attendance, "50th Hawaiian International Conference on System Sciences," Waikoloa, HI. (January 2017).  
Annual IS conference where I was co-chairing the 1st annual Dark Side of IT mini-track.

## **Teaching Honors and Awards**

IBM "Champion" for System Z for 2017-2018, IBM, Teaching, National, (2018).

IBM "Champion" for 2017-2018 for teaching innovations in blockchain, mainframe, and enterprise systems at the University of Arkansas. 1 of 10 individuals designated as an IBM Champion Z for the year.

One's to Watch for 2018, Celebrate Arkansas (Magazine), Teaching, State, (2018).

Selected as one of Celebrate Arkansas's "One's to Watch for 2018", a statewide magazine "celebrating the entrepreneurial spirit of Northwest Arkansas." [www.celebratearkansas.com](http://www.celebratearkansas.com)

Who's Who in Business Higher Education, AcademicKeys, Teaching, (2017).

As per the WWBHE website, "AcademicKeys Who's Who in Business Higher Education is the most comprehensive and authoritative online source of information available on leading and influential experts and scientists in the field of Business Education in the institutes of higher education."

## **RESEARCH**

### **Editorial Activities**

"Distributed Ledger Technologies, Blockchain and Fintech", International Conference of Information Systems, Associate Editor, International. (2018 - Present).

"Blockchain, Cryptocurrency, and Distributed Business Models", International Conference of Information Systems, Associate Editor, International. (2017 - Present).

"Decision Science", Invited Manuscript Reviewer, International. (2017 - Present).

"IEEE Transactions on Engineering Management", Editorial Board Member, International. (2017 - Present).

"Journal of the Association of Information Systems", Invited Manuscript Reviewer, International. (2017 - Present).

"The Dark Side of IT", Hawaiian International Conference on System Sciences, Editor, Conference Proceedings, International. (2017 - Present).

Managed the 2nd Annual, Dark Side of IT mini-track at HICSS.

"Information Systems Research", Invited Manuscript Reviewer, International. (2015 - Present).

"MIS Quarterly", Invited Manuscript Reviewer, International. (2015 - Present).

"Information Systems Journal", Invited Manuscript Reviewer, International. (2015 - 2019).

"European Journal of Information Systems", Invited Manuscript Reviewer, International. (2016).

"Information and Management", Invited Manuscript Reviewer, International. (2016).

"Internet Research", Invited Manuscript Reviewer, International. (2016).

"Journal of Strategic Information Systems", Invited Manuscript Reviewer. (2016).

## **Presentations Given**

Steelman, Z. R., 2018 Women in IT Conference, "Blockchain 101," ITRI, University of Arkansas, Fayetteville, AR. (April 2018).

Steelman, Z. R., 2018 Walton College of Business Blockchain Conference, "Hyperledger Hands-on Workshop," University of Arkansas, Fayetteville, AR. (April 2018).

Steelman, Z. R., Big XII+ Research Symposium, "Business Value of Information Technology Under Different Environmental Conditions: A Resource- Complementarity Perspective.," Norman, OK. (2014).

Steelman, Z. R., OSU MSIS Colloquium, "The Impact of IT Investment on Firm Performance: The Differential Impacts of New and Continuing Business Investments," OK. (2014).

Steelman, Z. R., Proceedings of the Twelfth Annual Workshop on HCI Research in MIS, "IS Cognitive Load: An Examination of Measurement Convergence.," Milan, Italy. (2013).

Steelman, Z. R., 18th Americas Conference on Information Systems., "Obsessive Compulsive Tendencies as Predictors of Dangerous Mobile Phone Usage," Seattle, WA. (2012).

## **Publications - Research Related**

*Conference Proceeding (Paper Under Review)*

Falcone, E., Aloysius, J. A., Steelman, Z. R. "Risk, Trustworthiness, and Justice: Understanding Blockchain Technologies in the Supply Chain".

*Journal Article (Paper Under Review)*

Sabherwal, R., Steelman, Z. R., Becerra-Fernandez, I. "The Value of Knowledge at Individual and Organizational Levels: The Impacts of Knowledge Management Mechanisms and Common Knowledge.". Under review at Decision Sciences.

*Conference Proceeding (Accepted)*

Jia, R., Steelman, Z. R. "Autistic Tendency, Attachment Insecurity, and Intrinsic Interest in IT". 2018.

*Conference Proceeding (Accepted)*

Jia, R., Steelman, Z. R. "Can Autistic Tendency and Attachment Insecurity Predict Intrinsic Interest in IT?". 2018.

*Conference Proceeding (Accepted)*

Falcone, E., Aloysius, J. A., Steelman, Z. R. "Trust, Justice, and Risk: Understanding Managers' Reaction to Blockchain Technology in Supply Chains". 2018.

*Journal Article (Paper Under Review)*

Soror, A., Steelman, Z. R., Turel, O. "Habituation and Sensitization: The Dual Role of Habit in Continued IT Use".

*Journal Article (Accepted)*

Jia, R., Steelman, Z. R., Jia, H. "Psychometric Assessments of Three Self-Report Autism Scales (AQ, RBQ-2A, and SQ) for General Adult Populations".

*Journal Article (Paper Under Review)*

Falcone, E., Aloysius, J. A., Steelman, Z. R. "Risk, Trustworthiness, and Justice: Understanding Managers' Reactions to Blockchain Technologies in the Supply Chain".

*Journal Article (Working Paper)*

Havakhor, T., Sabherwal, S., Sabherwal, R., Steelman, Z. R. "Which Insider to Follow? A Comparison of CIO and CEO Trading Behavior before changes in IT Expenditures".

*Conference Proceeding (Published)*

Turel, O., Soror, A., Steelman, Z. R. "Introduction to the Dark Side of Information Technology Minitrack". 2018.

*Journal Article (Accepted)*

Sabherwal, R., Sabherwal, S., Havakhor, T., Steelman, Z. R. "How Does Strategic Alignment Affect Firm Performance? The Roles of Information Technology Investment and Environmental Uncertainty".

*Journal Article (Accepted)*

Havakhor, T., Sabherwal, R., Steelman, Z. R., Sabherwal, S. "Relationships Between Information Technology and Other Investments: A Contingent Interdependency Model". Accepted June 2018.

*Journal Article (Accepted)*

Steeleman, Z. R., Havakhor, T., Sabherwal, R., Sabherwal, S. "Performance Consequences of IT Investment: Implications of Emphasizing Current or New Information Technologies.". Accepted May 2018.

*Conference Proceeding (Accepted)*

Steeleman, Z. R., Schuetz, S. W., Syler, R. "Identifying the Phish in the Sea: A Blockchain Solution to Identifying and Protecting Against Email Phishing Attacks.". J AIS Theory Development Workshop at the Thirty-eighth International Conference of Information Systems. 2017. Presented at the JAIS pre-ICIS workshop in Seoul, South Korea.

*Journal Article (Published)*

Jia, R., Steelman, Z. R., Reich, B. "Using Mechanical Turk Data in IS Research: Risks, Rewards, and Recommendations.". 2017.

*Journal Article (Published)*

Steeleman, Z. R., Soror, A. "Why Do You Keep Doing That? The Biasing Effects of Mental States on IT Continued Usage Intentions.". Computers in Human Behavior. issue9. April (2nd Quarter/Spring) 2017. 209-223.

*Conference Proceeding (Published)*

Turel, O., Soror, A., Steelman, Z. R. "Introduction to The Dark Side of Information Technology Minitrack". Proceedings of the 50th Hawaii International Conference on System Sciences. January (1st Quarter/Winter) 1, 2017.

*Journal Article (Published)*

Steeleman, Z. R., Lacity, M., Sabherwal, R. "Charting Your Organization's Bring-Your-Own-Device Voyage.". issue2. 2016. 85-104.

*Journal Article (Published)*

Soror, A., Hammer, B., Steelman, Z. R., Davis, F., Limayem, M. "Good Habits Gone Bad: Explaining Negative Consequences Associated with the Use of Mobile Phones from a Dual-Systems Perspective.". Information Systems Journal. issue4. 2015. 403-427.

*Journal Article (Published)*

Steeleman, Z. R., Hammer, B., Moez, L. "Data Collection in the Digital Age: Innovative Alternatives to

Student Samples.". issue2. 2014. 355-378.

*Conference Proceeding (Published)*

Dunaway, M., Steelman, Z. R. "IS Cognitive Load: An Examination of Measurement Convergence". 2013.

*Conference Proceeding (Published)*

Steelman, Z. R., Soror, A., Limayem, M., Worrell, D. "Obsessive Compulsive Tendencies as Predictors of Dangerous Mobile Phone Usage". 2012.

*Conference Proceeding (Published)*

Soror, A. A., Steelman, Z. R., Limayem, M. "Discipline Yourself Before Life Disciplines You: Deficient Self-Regulation and Mobile Phone Unregulated Use". Hawaii International Conference on System Sciences (HICSS-44), Kauai, Hawaii. January (1st Quarter/Winter) 1, 2012. 849-858.

## **SERVICE**

### **University Service**

#### **College/School**

Committee Member, Walton College Placement and Co-Op Advisory Committee. (2017 - Present).

#### **Department**

Committee Member, Peer Review Committee. (2018 - Present).

Alternate member for Peer Review Committee for 2018

Committee Member, PhD Committee. (August 2017 - Present).

Committee Member, MIS Committee. (2017 - Present).

Member, ISYS Research Committee. (2018 - 2019).

Use-case and technology coordinator, 2018 Blockchain Hackathon. (2018).

Focused on managing, scheduling, and coordinating the blockchain use-cases, judging format, and final presentations.

Event Coordinator for the 2017 Blockchain Hackathon, 2017 Blockchain Hackathon. (2017).

The planning, scheduling, and implementation of the Blockchain Hackathon activities which included recruiting, advertisement, training, and hosting of the event from August through October. My role was to coordinate and manage various teams working on different activities throughout the Fall semester in preparation for the event. With an attendance of 65 students and approximately 150 total attendants throughout the two days of the event, it was considered an great success.

Significant effort was spent to advertise and invite both students and local companies (those sponsoring and others) to help build the network of blockchain participants for future events. This also required the development of training materials and information to provide to participants to help accelerate their learning.

## **Tracy Sykes**

University of Arkansas  
Information Systems  
WCOB WCOB226

Qualifications: Scholarly Academic  
Sufficiency: Participating  
Phone: (479)-575-3587  
Email: tsykes@uark.edu

### **Education**

PhD, Sam M. Walton College of Business, University of Arkansas, 2009.  
Emphasis/major: Information Systems  
Dissertation Title: 'Being Assimilated': Leveraging Social Network Theory to Understand Technology Implementations in Organizations

BS, University of Maryland, 2003.  
Emphasis/major: Decision and Information Systems

### **WORK EXPERIENCE**

#### **Professional Positions**

##### **Academic - Post-Secondary**

Academic - Post-Secondary, Assistant Professor, Sam M. Walton College of Business. (August 15, 2011 - Present).

Academic - Post-Secondary, Senior Lecturer, Research School of Business; College of Business and Economics, The Australian National University. (2010 - Present).

Primarily Conduct Research, with 1 course/ year teaching

#### **Teaching Experience**

##### **University of Arkansas**

ISYS 3293 - SYSTEMS ANALYSIS & DESIGN, 19 terms.

ISYS 5203 - EXPERIMENTAL DESIGN, 1 term.

ISYS 5423 - SEMINAR SYSTEMS DEVELOP, 2 terms.

ISYS 6133 - SURVEY OF IS RESEARCH, 2 terms.

ISYS 636V - SPECIAL PROBLEMS, 4 terms.

ISYS 6733 - EMERGING TOPICS, 4 terms.

### **RESEARCH**

#### **Editorial Activities**

"Ad hoc reviewer for Information Systems Research", Ad Hoc Reviewer, International.

"Ad hoc reviewer for Journal of Operations Management", Ad Hoc Reviewer, International.

"Ad hoc reviewer for Management Science", Ad Hoc Reviewer, National.

"Ad hoc reviewer for MIS Quarterly", Ad Hoc Reviewer, International.

"AIS Transactions on Human-Computer Interaction".

"Ad hoc reviewer for AIS Transactions on Human-Computer Interaction", Ad Hoc Reviewer, International. (2015 - Present).

"Ad hoc reviewer for Journal of AIS", Ad Hoc Reviewer, International. (2015 - Present).

"International Conference on Information Systems (ICIS), Auckland, NZ", Editor, Conference Proceedings. (2015).

"Academy of Management Annual Meeting". (2013).

"Big XII+ MIS Symposium". (2013).

"International Conference on Information Systems (ICIS)". (2013).

"International Conference on Information Systems (ICIS)". (2012).

"International Conference on Information Systems (ICIS)". (2011).

"Pacific-Asian Conference on Information Systems (PACIS)". (2010).

## **Presentations Given**

Sykes, T., Hong Kong Polytechnic University, "Disentangling the Ties: Networks, Personality and Performance." (April 2015).

Sykes, T., Hong Kong Polytechnic University, "Social Networks." (April 2015).

Sykes, T., University of Oulu, "Quantitative Research Methods," Finland. (March 2015).

Sykes, T., Mannheim University, "Creating a Research Program: A North American Example on Social Networks," Mannheim University, Mannheim, Germany. (August 2014).

Sykes, T., Tsinghua University, "Introduction to Social Networks in IS Research," Tsinghua University, Beijing, China. (May 2014).

Sykes, T., Tsinghua University, "Support Structures and Their Impacts: A Longitudinal Field Study of an Enterprise System Implementation," Beijing, China. (May 2014).

Sykes, T., Shanghai Jiao Tong University, "Implementation of IT and Social Networks," Shanghai Jiao Tong University. (June 2013).

Sykes, T., Monash University, "Support Structures and Their Impacts on Employee Outcomes: A Longitudinal Field Study of an Enterprise System Implementation," Monash University. (June 2013).

Sykes, T., University of Utah, "Social Networks: Theory, Method and Analysis," University of Utah. (April 2013).

Sykes, T., Zhang, X., International Academy of Business and Economics, "Relieving Doctors' Stress: A Friendship Network Perspective for Understanding E-Healthcare System Implementations," Venice, Italy. (June 10, 2012).

Venkatesh, V., Sykes, T., Zhang, X., 44th Hawaii International Conference on System Sciences, "Just What the Doctor Ordered: A Revised UTAUT for EMR System Use by Doctors." (January 4, 2011).

Sykes, T., Miniconference on IT and Supply-chain Management, 41st Annual Meeting of the Decision Sciences Institute, "Its the Social Network Stupid: Fostering Supplier Liasion Success Following an ERP Module Implementation," San Diego, CA. (November 20, 2010).

Sykes, T., University of Melbourne, "Fostering Supplier Liasion Success Following an ERP Module Implementation." (October 2010).

## **Publications - Research Related**

*Journal Article (Accepted)*

Venkatesh, V., Sykes, T., Chan, F., Thong, J., Hu, P. "Children's Internet Addiction, Family-to-Work Conflict, and Job Outcomes: A Study of Parent-Child Dyads". Forthcoming.

*Journal Article (Published)*

Sykes, T., Venkatesh, V. "Explaining Post-Implementation Employee System Use and Job Performance: Impacts of the Content and Source of Social Network Ties". issue3. 2017. 917-936.

*Journal Article (Published)*

Sykes, T. "Support Structures and Their Impacts: A Longitudinal Field Study of an Enterprise System Implementation". March 2015.

*Journal Article (Published)*

Sykes, T., Venkatesh, V., Johnson, J. "Enterprise System Implementation and Employee Job Performance: Understanding the Role of Advice Networks". issue1. 2014. 51-82.

*Journal Article (Revise and Resubmit)*

Sykes, T., Venkatesh, V., Rai, A., Aljafari, R. "E-Health Kiosks in Rural India: How Social Ties and Kiosk Use Influence Infant Mortality". 2nd round of review completed.

*Journal Article (Published)*

Venkatesh, V., Sykes, T. "Digital Divide Initiative Success in Developing Countries: A Longitudinal Field Study in a Village in India". issue2. 2013. 239-260.

*Journal Article (Published)*

Venkatesh, V., Zhang, X., Sykes, T. "Doctors Do too Little Technology: A Longitudinal Field Study of an Electronic Healthcare System Implementation". 2011. 523-546.

*Journal Article (Published)*

Sykes, T., Venkatesh, V., Rai, A. "Explaining Doctors' Use of EMR Systems: A Holistic Model and Empirical Test". Journal of American Medical Informatics Association. February 2011. 125-130.

*Journal Article (Published)*

Venkatesh, V., Bala, H., Sykes, T. "Impacts of Information and Communication Technology Implementations on Employees' Jobs in India: A Multi-method Longitudinal Field Study". 2010. 591-613.

## **Research Honors and Awards**

Scholarship/Research, (2015).

Ranked in the top-100 for publishing in MISQ/ISR for 2009-2013

Scholarship/Research, (2015).

Ranked in the top-100 for publishing in MISQ/ISR for 20011-2013

Scholarship/Research, (2015).

Cited over 600 times via Google Scholar; about 200 times via Web of Science.

# SERVICE

## University Service

### Department

Committee Member, ISYS Clinical Faculty Search committee. (2015 - Present).

Student Org Advisor (Non-Professional Org), Summer Project. (2015).

Summer Research Projects (PhD)

Jennifer Large, Summer 2015.

Student Org Advisor (Non-Professional Org), Summer Project. (2015).

Summer Research Projects (PhD)

Mary Macharia, Summer 2015. (co-supervisor).

### University

Serving on ISYS Research committee. (2012 - Present).

Serving on ISYS PhD committee. (2011 - Present).

Served on clinical faculty search committee. (2013).

Served on faculty search committee. (2012).

## Professional Service

International Conference on Information Systems (ICIS). (2014).

Conference Associate Editor

Academy of Management Annual Meeting. (2013).

Reviewing for Conferences

Conference Track Organizer, Pacific-Asia Conference on Information Systems(PACIS). (2013).

International Conference on Information Systems (ICIS): (2011 - 2013).

Reviewing for Conferences

International Conference on Information Systems (ICIS). (2012).

Conference Associate Editor

Conference Track Organizer, Pacific-Asia Conference on Information Systems (PACIS). (2011).

Pacific-Asian Conference on Information Systems (PACIS): (2009 - 2010).

Reviewing for Conferences

## **Rhonda Syler**

University of Arkansas  
Information Systems  
WCOB 213

Qualifications: Scholarly Academic

Sufficiency: Participating

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### **Brief Biography**

**Dr. Rhonda A. Syler**, *Associate Director of Enterprise Systems and Clinical Assistant Professor* in the Sam M. Walton College of Business, currently serves on the editorial board of the Journal of Information Systems Education, as Vice-President of AIS (Student Chapters), and Past President of the AIS Special Interest Group on Information Systems Education. In addition to her research activities in information systems pedagogical- and cognitive-related studies, she currently has projects underway exploring IoT and Blockchain initiatives particularly in terms of business value, end user behaviors, and sustainability. Recently, Syler has served as keynote speaker for the 3rd International Conference for Sustainable Development Through Green Initiatives in Fatehgarh Sahib, India, and presented a keynote on trends in big data at the International Congress of Informatics and Computing in Villahermosa, Mexico. Syler continues to travel internationally to examine global issues that have an impact on information systems development and will be chairing the Summer Outreach Project for AMCIS 2019 in Cancun. Syler is a recipient of a Best Paper of the Year Award with the Decision Sciences Journal of Innovative Education, a Distinguished Research Award recipient at Allied Academies, and a former award recipient of an institution-level CIEE International Faculty Development Seminar Award for study in India. Syler's past appointments include the Clifford R. King Endowed Professor/Lecturer at Louisiana Tech University and Director of MIS Graduate Programs at UALR at the University of Arkansas at Little Rock. Prior to entering academia full-time, Syler held professional and executive positions in the financial industry, the federal service for the Department of Defense, and the Atlanta Committee for the Olympic Games.

### **Education**

PhD, Auburn University, 2003.

Emphasis/major: MIS/Management of Information Technology & Innovation

Dissertation Title: Exploring the fit of organizational culture traits and information technology infrastructure flexibility: A partial least squares latent variable modeling approach

MBA, Columbus State University, 1997.

MS, Kansas State University, 1994.

Emphasis/major: Public Relations/Mass Communications

Supporting Areas of Emphasis: Organizational Communication

BS, Middle Tennessee State University, 1988.

Emphasis/major: Mass Communications/RTV Management

### **Professional Licenses and Certifications**

SAP Business Analytics Workshop, SAP University Alliance Program, SHSU. (January 2015 - Present).

R Programming, Johns Hopkins University, through Coursera. (November 2014 - Present).

SAP HANA Workshop, SAP University Alliance Program, CSU Chico. (June 2014 - Present).

SAP Business Analytics Mini-Workshop, SAP Academic Conference. (March 2014 - Present).

SAP ERPSim Certification, SAP University Alliance Program. (January 2014 - Present).

SAP Introduction to SAP & GBI,, SAP University Alliance Program, University of Wisconsin – Milwaukee. (July 2013 - Present).

SAP Mobile App Development Workshop, SAP University Alliance Program, University of Wisconsin – Milwaukee. (July 2013 - Present).

## **WORK EXPERIENCE**

### **Professional Positions**

#### **Academic - Post-Secondary**

Academic - Post-Secondary, Lecturer, Department of Computer Information Systems, Louisiana Tech University. (2012 - 2016).

Clifford R. King Endowed Professorship (awarded Fall 2015).

Academic - Post-Secondary, one-year visiting appointment, faculty, University of Memphis. (2010 - 2011).

Academic - Post-Secondary, Assistant Professor of Management & Director of MIS Graduate Programs, University of Arkansas at Little Rock, College of Business. (2003 - 2010).

### **Teaching Experience**

#### **University of Arkansas**

ISYS 3293 - SYSTEMS ANALYSIS & DESIGN, 3 terms.

ISYS 4193 - BUSINESS ANALYTICS, 12 terms.

ISYS 4213 - ERP FUNDAMENTALS, 6 terms.

ISYS 5213 - ERP FUNDAMENTALS, 1 term.

ISYS 5433 - ENTERPRISE SYSTEMS, 1 term.

WCOB 1111 - FRESHMAN BUSINESS CONNECTION, 4 terms.

WCOB 4993H - HONORS THESIS, 2 terms.

### **Professional Development**

Conference Attendance, "International Conference on Information Systems (ICIS)," ICIS/AIS. (December 2018).

The purpose of this conference is to provide a platform for academics and practitioners to identify and explore the issues, opportunities, and solutions that promote IT convergence and find new business value of information and communication technology. It is also expected to serve as the spring-board for gathering and disseminating experiences gained in implementing IT convergence to create new values in a variety of industrial settings.

Corporate Visit/Tour with Executive Briefings, "SAS Corporate Headquarters," SAS, Cary, NC, United States. (November 2018).

Travel to SAS corporate headquarters for meeting with key academic program, analytic, and blockchain analytics personnel to learn about more about the SAS enterprise, their products, their curriculum support, and the R&D they are doing in analytics and blockchain.

Program Visit, "Program Visit to NCSU's Analytics Program," Institute for Advanced Analytics, NCSU, Raleigh, NC, United States. (November 2018).

Visit to the Institute for Advanced Analytics and a meeting with the director to learn about the development, approach, curriculum content, and delivery model of their highly successful graduate program in advanced analytics to gain insight for our own programs and my analytics courses.

Conference Attendance, "AMCIS (Americas Conference on Information Systems)," AMCIS/AIS, New Orleans, LA, United States. (August 2018).

Conference Attendance, "Urban Data Science Conference," Bangkok, Thailand. (July 2018).  
Invited as VIP and speaker at the 2019 Urban Data Science Conference, a conference converging issues in IoT, Blockchain, and Analytics in the context of Smart Cities and Urban Development, in Bangkok, Thailand.

Conference Attendance, "Pacific Conference on Information Systems," PACIS/AIS, Yokohama, Japan. (June 2018).

Conference Attendance, "POMS (Production and Operations Management Society) Annual Conference," POMS/INFORMS, Houston, TX, United States. (May 2018).

Conference Attendance, "Hawaii International Conference on Systems Science (HICSS)," Shidler College of Business, University of Hawaii, Big Island, HI, United States. (January 2018).

Conference Attendance, "International Conference on Information Systems (ICIS)," ICIS/AIS. (December 2017).

The purpose of this conference is to provide a platform for academics and practitioners to identify and explore the issues, opportunities, and solutions that promote IT convergence and find new business value of information and communication technology. It is also expected to serve as the spring-board for gathering and disseminating experiences gained in implementing IT convergence to create new values in a variety of industrial settings.

Conference Attendance, "International SIGED: IAIM Conference," SIGED: IAIM of AIS. (December 2017).

Conference Attendance, "Keynote Presentation of SIG DSA (Decision Support & Analytics)," SIGDSA. (December 2017).

Conference Attendance, "SIG SI (Social Inclusion) Research Workshop," SIG SI. (December 2017).

Conference Attendance, "Blockchain, IOT, AI Industry EXPO North America 2017," Blockchain Expo, Santa Clara, CA. (November 2017).

Conference Attendance, "European Conference on Information Systems," ECIS/AIS, Guimaraes, Portugal. (June 2017).

Conference Attendance, "European IS Security Conference," ISEG, Lisbon, Portugal. (June 2017).

Conference Attendance, "ISOne World & International Security Conference," Las Vegas, NV. (April 2017).

"SAP Winter Workshops," SAP University Alliance & Sam Houston State University, Huntsville, TX. (January 2017).

ERPSim 2 Workshop providing more in-depth training and an overview of the updates and changes in the ERP simulation program(s) we use in our ERP courses.

"SAS Workshop: Text Mining," SAP University Alliance & Sam Houston State University, Huntsville, TX. (January 2017).

A week-long workshop on data mining, primarily text mining, using SAS Enterprise Miner.

Conference Attendance, "International SIGED: IAIM Conference," SIGED: IAIM of AIS, Dublin, Ireland. (December 2016).

Conference Attendance, "3rd International Conference on Sustainable Development through Green Initiatives (ICSDGI)," SRI GURU GRANTH SAHIB WORLD UNIVERSITY, Chandigarh, India. (March 2016).

Conference Attendance, "International Conference on Information Systems," Association for Information Systems, Fort Worth, TX. (December 2015).

Conference Attendance, "International SIGED: IAIM Conference," SIGED: IAIM of AIS, Fort Worth, TX. (December 2015).

Conference Attendance, "Americas Conference on Information Systems (AMCIS)," AIS. (August 2015).

Continuing Education Program. (June 2015).  
ITIL Workshop sponsored by CSC

Continuing Education Program. (November 2014 - May 2015).  
Johns Hopkins University. R Programming course.

Conference Attendance, "Southwest Decision Sciences Institute Annual Meeting," Decision Science Institute, Houston, TX. (March 2015).

(January 2015).

SAP Business Analytics Workshop, SAP University Alliance Program, SHSU, Huntsville, Texas

Continuing Education Program. (September 2014 - December 2014).  
Stanford University course, Tame Data for Big Insight. Course provides great insight toward research development through readings and interaction with Silicon Valley business intelligence industry leaders.

Continuing Education Program. (September 2014 - December 2014).  
Big Data and Hadoop Essentials online course completion to enhance technical skills and knowledge and maintain currency in topics relevant to curriculum.

(June 2014).

SAP HANA Workshop. Week-long workshop for maintaining currency on cutting edge database technologies and curriculum development. California State University, Chico, CA.

Continuing Education Program. (April 2014).  
An Introduction to SAP HANA by Dr. Vishal Sikka. Completed credit course on the science and background of SAP HANA in-memory technology through openSAP.

Conference Attendance, "SAP Academic Conference Americas," SAP, Atlanta, GA. (March 2014).

(March 2014).

SAP Analytics Mini-Workshop, Atlanta, GA. Tools learned serve the purpose of enhanced curriculum development in addition to tools for research projects.

(January 2014).

SAP ERPSim Simulation Game Certification Course

Conference Attendance, "International Conference on Information Systems," Association for Information Systems, Milan, Italy. (December 2013).

Conference Attendance, "International SIGED: IAIM Conference," SIGED: IAIM of AIS, Milan, Italy. (December 2013).

"SAP ERP Introduction to Global Bikes Curriculum." (July 2013).  
SAP ERP Introduction to Global Bikes Curriculum Training Workshop

"SAP Mobile Application Development Training Workshop." (July 2013).  
SAP Mobile Application Development Training Workshop

Conference Attendance, "Southwest Decision Sciences Institute Annual Meeting," Decision Science Institute, Albuquerque, New, Mexico. (March 2013).

"IBS Smarter Analytics with SPSS." (January 2013).  
IBS Smarter Analytics with SPSS. Forum and tutorial.

Seminar, "China's Economic Development and Urban Transformation." (June 2012).  
Faculty Development Seminar in Shanghai, China, and surrounding area studying China's Economic Development and Urban Transformation. Seminar description: The economic reforms ushered in by Deng Xiaoping opened the gates to two decades of double-digit growth in China. This economic growth has led to the rapid development of Chinese cities, none more than Shanghai. Poised to regain its former glory as one of the world's most important global financial and shipping centers, Shanghai is the ideal setting for examining the intersections of economic growth, social change, and urban development. Speakers from public policy institutes, universities, and the private sector will discuss current economic and political relations between the U.S. and China, as well as the domestic challenges of migration and displacement, cultural preservation and social transformation, and urban planning for sustainability.

## **RESEARCH**

### **Editorial Activities**

"AIS Global Education Report", Association of Information Systems, Editorial Board Member, International. (September 2015 - Present).  
2015, 2016 and 2017 editions are completed and published. 2018 is underway.

"Journal of Information Systems Education", Editorial Board Member, International. (October 2012 - Present).

"Journal of Information Systems Education", Invited Manuscript Reviewer, International. (October 2012 - Present).  
Manuscript review for JISE.

"ICIS IS Education Track", AIS/ICIS, Associate Editor, International. (March 2018 - December 2018).

"SIGED International Conference on IS Education", Conference Committee, Invited Manuscript Reviewer, International. (September 2016).

"Journal of Information Systems Education", Invited Manuscript Reviewer, International. (July 2016).  
Manuscript review for JISE.

"International Conference on Information Systems", Invited Manuscript Reviewer, International. (June 2016).

"Journal of Information Systems Education", Invited Manuscript Reviewer, International. (February 2016).  
Manuscript review for JISE.

"Journal of Information Systems Education", Invited Manuscript Reviewer, International. (August 14, 2014).

Manuscript review for JISE.

"AMCIS Conference Papers for Presentation and Proceedings", Americas Conference on Information Systems, Invited Manuscript Reviewer, National. (March 28, 2014).

Review of paper for AMCIS 2014 Conference Proceedings and presentation. TWO papers reviewed.

"AMCIS Conference Papers for Presentation and Proceedings", Americas Conference on Information Systems, Invited Manuscript Reviewer, National. (March 28, 2014).

Review of paper for AMCIS 2014 Conference Proceedings and presentation. TWO papers reviewed.

"Journal of Information Systems Education", Invited Manuscript Reviewer, International. (March 1, 2014).  
Manuscript review for JISE.

"Journal of Information Systems Education", Invited Manuscript Reviewer, International. (October 29, 2013).

Manuscript review for JISE.

"Journal of Information Systems Education", Invited Manuscript Reviewer, International. (June 5, 2013).  
Manuscript review for JISE.

"International Conference on Information Systems", Editorial Board, Associate Editor, International. (November 2012 - May 2013).

"European Conference on Education", Editorial Board, Associate Editor, International. (November 2012 - January 2013).

"Decision Sciences Journal", Ad Hoc Reviewer, International. (2006 - 2010).

"Journal of Information Systems Education", Editorial Board Member, International. (2006 - 2010).

## **Presentations Given**

Syler, R., International Conference on Information Systems, "AIS Career Panel: How to Get Your First Academic Job," AIS/ICIS, San Francisco, CA, United States. (December 14, 2018).

Expert panel for doctoral students and other academic job seekers discussing strategies and considerations for securing your first academic position.

Syler, R., SIGED Pre-ICIS Conference on Information Systems Education, "Future IS Skills Outlook," AIS Special Interest Group for Information Systems Education (SIGED), San Francisco, CA, United States. (December 12, 2018).

Syler, R., Americas Conference on Information Systems, "R Programming for Data Analytics in Accounting Research and in Classrooms." (August 17, 2018).

Syler, R., Savannah State University Open Lecture, "Current Trends and Future Vision of Disruptive Technologies," Savannah State University, Savannah State University Auditorium, Savannah, GA, United States. (March 22, 2018).

Herniter, B., Syler, R., 2017 SWDSI Annual Meeting, "A Case for Systems Testing: The Healthcare.gov Rollout and Rescue," Southwest Decision Sciences Institute, Little Rock, AR. (March 10, 2017).

The rollout of the Healthcare.gov website in the United States has perhaps been the most public IT continuity-of-service failure in recent memory (Brill 2014, Lee 2013, Cundiff et al 2014). For a period of eight weeks in October and November of 2013, Americans and their government watched with a critical eye, as the massive Healthcare.gov website for health care registration was launched and then almost immediately came to a crashing halt. Throughout the following weeks, patrons rode a roller coaster of failed registrations and system crashes, until finally, after a series of restarts and personnel changes, Healthcare.gov roused itself to meet the President's goal to be

up and running by Thanksgiving of that year. For the administration, the challenges and failures faced in launching the Healthcare.gov project clearly created a crisis situation in the implementation of this system. An examination of the critical junctures in the development and implementation of Healthcare.gov reveal key points of potential failure during the pre-crisis, crisis, and rescue stages (Coombs 2012, Mitroff & Pearson 1993). Understanding these potential points of failure and their drivers can help development teams mitigate implementation crises and launch successful system deployments. This exploratory examination of the Healthcare.gov roll out lays the groundwork for an explanatory model of best practices in large-scale system implementation. In addition to model development, we intend this case to be one of a series of cases evaluating the implementation process that will entail the evaluation of governance, testing, crisis response, and rescue and recovery issues. The purpose of this first study is to illustrate the importance of modeling best practices while more specifically exploring system testing and its role as the critical juncture in the pre-crisis time frame of a development and implementation process.

Herniter, B., Syler, R., 2016 SWDSI Annual Meeting, "Project Rescue: Building a Framework for Successful Recovery and Launch in the Face of a Potential Implementation Disaster," Southwest Decision Sciences Institute, City, OK. (March 11, 2016).

The near disaster of the implementation of Healthcare.gov, the insurance market system that resulted from the Affordable Care Act of 2010, received a considerable amount of media attention and led to a plethora of articles in mainstream publications (e.g., Brill 2014) and academic literature (e.g., Cundiff et al, 2014), focusing on the failures in the stages leading to its implementation and criticizing the players, political, administrative and technical alike. The focus in the literature on what went wrong are important and deserve more attention, but little attention, if any, has been given to what went right in the crisis and rescue that led to an ultimately successful later launch.

The purpose of the exploratory study is to examine the factors that lead to the final successful launch. Applying crisis management theory and project management constructs, this work in process will examine the complexities and actions taken in the rescue and recovery of Healthcare.gov to identify the factors that allowed the U.S. government to ultimately launch a successful implementation of this nation-wide highly complex system despite all indicators that this project was headed to disaster. For this examination, the authors will propose a model or framework for further testing to identify success factors for successful implementation of complex projects on the brink of or needing rescue from disaster.

Syler, R., 3rd International Conference on Sustainable Development through Green Initiatives (ICSDGI), "Sustainability Through Collaboration & Education," SRI GURU GRANTH SAHIB WORLD UNIVERSITY, Fatehgarh Sahib, India. (March 1, 2016).

KEYNOTE speech addressing issues of sustainability focusing on how we are quickly encroaching on a time that sustainable development is not just a nice buzz word. We are asking too much of our planet. It's simple, really. When the product of population and consumption meets or exceeds the resources of our planet, practicing sustainability initiatives is no longer the nice-guy thing to do. Sustainable practices become something we must do to survive and must be practiced throughout our governments, universities, corporations and individual citizens. This presentation focused on some of the challenges with sustainable development we face in the U.S. and share one example of the exciting collaborations and partnership initiatives that are working.

Syler, R., Research Methods Workshop for PhD Students, "An Overview of Quantitative Methods," SRI GURU GRANTH SAHIB WORLD UNIVERSITY, Fatehgarh Sahib, India. (February 29, 2016). Presentation providing an overview of quantitative techniques to PhD students.

Syler, R., AMCIS 2016 (Americas Conference on Information Systems), "The Next Decade of Online Learning in Higher Education: Blue Ocean Strategies for the Design and Delivery of Graduate IS Programs," Association of Information Systems. (August 14, 2015).

The market demand for online learning continues to increase and so do online enrollments in higher education. Online learning is gaining a strategic focus among academic leaders while at the same time we are seeing an emergence of new and innovative models of information systems (IS) graduate programs and instruction delivery methods. Given these trends, what does the future hold? What are our “blue oceans”? The objective is to engage in a conversation about how technology is changing teaching and learning in higher education and specifically, in the design and delivery of graduate degree programs in IS. An international panel with members representing academic administrators, faculty, and online learning researchers will share their perspectives about the progress and direction of online learning. The overarching questions are: How are online technologies transforming higher education for the better or worse? As IS educators, what are our blue oceans?

Syler, R., SIGED: IAIM Conference at the International Conference on Information Systems, Milan, Italy, "Exploring the Use of Brain Games to Enhance Students' Problem Solving Skills." (December 21, 2013).

Syler, R., AIS-SIGED: IAIM Conference, "EXPLORING THE USE OF BRAIN GAMES TO ENHANCE STUDENTS' PROBLEM SOLVING SKILLS," Association of Information Systems, Milan, Italy. (December 14, 2013).

Syler, R., Decision Sciences Institute Southwest Region Annual Meeting, Albuquerque, NM, "Geopolitical Factors Impacting Choice & Success in Offshoring Information Systems Functions." (March 14, 2013).

Syler, R., Federation of Business Disciplines - SWDSI, "Geopolitical Factors Impacting Choice and Success in Offshoring Information Systems Functions: Toward Building a Predictive Framework," SWDSI, Albuquerque, New, Mexico. (March 14, 2013).

It has long been recognized that outsourcing of information systems functions can often lead to cost savings and efficiencies that can help organizations sustain, or even achieve, competitive advantage.

Organizations in the mid-1990s began including information systems functions as part of their business outsourcing strategy, a strategy that had only been formally recognized as such since 1989 (Handfield, 2006; Mullin, 1996). Despite the relative recent evolution of outsourcing as a formal business strategy, a considerable amount of research has already been conducted examining various aspects of outsourcing, the most salient being what IS functions are outsourced, how and why they are outsourced (Fish & Saydel, 2006), and effects on service quality (Grover, et. al., 1996). Despite the attention given to outsourcing, only recently has attention shifted to the now well-established trend of offshoring.

Offshoring information systems functions from firms in developed countries to the East has increasingly become an integral part of a firm's IS strategy (Palvia et. al, 2010). In an effort to capitalize on the significant labor cost differences between developed countries and developing economies (Bitkom, 2005; Westner, 2007), firms in countries such as the United States, Japan and Western Europe began using offshoring as a viable alternative to domestic outsourcing at a time early in the lifecycle of outsourcing (circa 2000) when only 33 percent of IT managers reported being satisfied with their outsourced services (King, 2001). Following the manufacturing sourcing model where labor-intensive and union-driven manufacturing jobs went to countries like China, organizations saw great potential in offshoring routine technology services such as programming, help-desk operation, or data center operations, and, eventually, more sophisticated tasks such as software development to developing countries where significant savings in labor were imminent and work ethic was high.

Much of the literature examining offshoring extends the work on outsourcing, seeking to explain what is offshored and why, under what circumstances offshoring is beneficial, and how offshoring is done. Despite the research conducted on offshoring, little work has been done that addresses the geopolitical environment in which offshoring exists and the role and impact such an environment exerts on the success or failure of an offshoring venture. Furthermore, there is a dearth of literature examining trends in venue choice, drivers for those choices and the impact of factors of the geopolitical environment on the ability to sustain a viable offshoring arrangement.

The role of geopolitics, the set of factors that relate to or influence a nation or a geographical region, is a significant element in the success of an offshoring relationship and simply cannot be ignored. While some definitions for geopolitics focus primary on foreign policy of a nation, this study will assume the more comprehensive inclusion of the relationship among politics and geography, demography, and economics. It is this environment that firms must navigate and understand to survive.

This work is an exploratory piece that will use a descriptive research approach to propose a model or framework for predicting the success of offshoring decisions in context of the critical geopolitical factors in which they exist. To develop the framework, this work will examine offshoring activities in two of the most popular developing countries chosen for offshoring: India and China. These two countries provide a number of comparable characteristics as well as some dramatic differences in demography, political climate, and culture that make them interesting, compelling and relevant to the examination of the geopolitical offshoring relationship and subsequent development of a framework for understanding the success factors.

Both China and India are chosen as a venue for offshoring due to their substantially lower wages. From there the two differ considerably. India, along with Ireland and Israel, was among the first to begin providing IS services to outsiders (Westner, 2007; William, Mayadas, & Vardi, 2006). A number of factors contributed to this early success including that a significant portion of India's population was fluent in English. Indian IS workers began laying the foundation for offshoring work and establishing their foothold in the acquisition of technical skills as they traveled West for training and work later bringing those skills home (Henley, 2006; William, Mayadas, & Vardi, 2006).

In contrast, China got a later start on developing IT skills and has a culture of imitation as opposed to the Indian's innovative cultural characteristic. China also lacks strong fluency in English, and although generally adept, is just beginning to develop technical competencies as strong as India. Despite their popularity for manufacturing, China is just beginning to build a foundation for strong IT work, but their work ethic and nationalism is strong suggesting potential success for the future.

In these differences as well as relevant similarities, the dynamics of the relationships should clarify, helping develop a clear model of understanding to launch further exploration. While this study will have its limitations, especially in generalizability, it is meant to be exploratory in nature and is a work in process. The objective of this work is the development of a solid framework or model through the descriptive analysis and a comprehensive literature review for further study.

## **Publications - Teaching Related**

### *Journal Article (Published)*

Syler, R., Venkatesh, V. "Growing Doctoral Education in Africa: The Story of an Online Course at ICT University in Cameroon (forthcoming)". AIS. issue1. 2018. 1-21.

Over the last decade, Africa as a continent has experienced steady economic growth. However, despite this sustained economic growth trend, quality of life issues still plague much of the continent. The complexity of these problems requires intellectual capabilities to develop workable and sustainable solutions. Thus, the facilitation of doctoral education in less developed countries (LDCs) is an important and worthwhile undertaking. This paper tells the tale of how a simple case of serendipitous opportunity to facilitate a doctoral research seminar for an African university became a catalyst in securing the participation of several leading scholars to contribute to the seminar and grow their interest in contributing to doctoral education in LDCs. The seminar garnered strong positive reactions from the students who were spread across Africa and also among scholars who participated. We discuss the lessons we learned, with a view toward providing a template for the remote delivery of doctoral coursework in LDCs.

### *Conference Proceeding (Published)*

Syler, R., Baker, E. W. "Building a Framework for the Influence of Digital Content on Student Course Engagement". Proceedings of the Americas Conference on Information Systems. August 2016. 8.

## Publications - Research Related

### *Journal Article (Paper Under Review)*

Syler, R., Cochran, J. "The Role of Brain Games and Problem-solving Self-Efficacy in Problem-solving Skill Enhancement and Development in Beginning Programmers". Submitted and accepted for review. (NOTE: While a basic scholarship piece with organizational benefit, the implications of the findings also have pedagogical implications.).

Problem-solving skills have long been considered a key characteristic of successful programmers. Finding effective ways to develop and improve problem-solving skills is more critical now than ever in today's agile, quickly changing data-driven environments. One technique for potentially improving problem-solving skills is the use of brain games. Brain games have been explored for their effect on improvement of memory, language acquisition, and problem-solving skills in the aging and in individuals recovering from traumatic brain injuries; a plethora of studies examine the use of brain games in the cognitive development of children. However, little has been done to explore the viability of the use of brain games in the cognitive development and neuroplasticity of healthy, young adults to build problem-solving skills to improve performance in programming roles. This study explores the usefulness of brain games as a problem-solving development tool and the impact of problem-solving self-efficacy on performance of problem-solving activities.

### *Journal Article (Paper Under Review)*

Barber, C., Syler, R., Smutzer, K. "Examining Learner Motivation and Use of a Gamified System: Does the content delivery technique matter?". International Journal of Human-Computer Studies.

Gamification, commonly known as the application of game concepts to non-game content, has become increasingly popular over the last decade. It has found popularity in education to motivate students in their learning process, and in businesses hoping to improve employee and consumer engagement. However, the notion of successful implementation is still elusive. To extend the knowledge base regarding implementation, we utilized a gamified learning management system in an information systems course. We held the course, the system, and the content constant, but utilized two different content delivery techniques within the system. The purpose of the study is to examine student motivation to use a GLMS and their success across techniques. Our results indicate that content delivery techniques do impact student motivation and success. The findings hold implications for higher education and businesses planning to implement gamification.

### *Conference Proceeding (Published)*

Syler, R., Shim, J.P., Sharda, R., French, A., Patten, K. "The Internet of Things (IoT): Platforms, Analytics, Security, Business Model, and Human Interaction". Americas Conference on Information Systems 2017 Proceedings. August 2017.

According to Consumer Electronics Show (CES) 2017 and a number of recent research reports in 2016 and 2017 from Gartner, Deloitte, McKinsey, and Info-Tech Research Group, the Internet of Things (IoT) is projected to be a multi-trillion dollar opportunity. However, there are numerous issues and requirements in IoT, such as platforms, analytics, gateways and devices (including sensors) management; communication services (i.e., M2M and networking protocols); security and privacy; and user interactions. In addition, various perspectives for monetizing IoT, as a business model, will be considered. The IoT panel proposal will cover IoT platform, gateway and devices; communications services; IoT analytics; security and privacy; business model and business value of IoT; and human interaction with IoT. Each panelist will present the assigned IoT topics.

### *Conference Proceeding (Published)*

Syler, R., Stafford, T. "Geopolitical Factors Impacting ICT4D: The Case of Singapore vs Vietnam". Americas Conference on Information Systems, Association of Information Systems. August 2016. 5. ICT4D research orients to the empowerment of underdeveloped populations through the provision of Internet technologies, with an eye toward technology-supported economic development. Any development effort of this sort, however, faces geopolitical barriers to entry. In order to technologically enable a population, governmentally sponsored national infrastructure initiatives are required and these

typically involve outside consultation, economic support and direct partnership to succeed. Yet, geopolitical forces may militate against this taking place. We consider the contrasting examples of Singapore and Vietnam as instances of national information infrastructure initiatives that were attempted and either succeeded or failed based upon geopolitical considerations. The result is a cautionary tale for scholars interested in ICT4D, in as much as the success of a particular project is dependent not only upon technological factors, but political and cultural ones as well.

*Conference Proceeding (Published)*

Syler, R., Cochran, J., Ellis, S. "EXPLORING THE USE OF BRAIN GAMES TO ENHANCE STUDENTS' PROBLEM SOLVING SKILLS". Association of Information Systems SIGED. December 2013.

*Conference Proceeding (Accepted)*

Syler, R. "Geopolitical Factors Impacting Choice and Success in Offshoring Information Systems Functions: Toward Building a Predictive Framework". SWDSI. March 2013.

## **Educationally Related Presentations and Workshops**

"Delivering 21st Century Competencies in a Digitally Disruptive World: Workforce Development for the Technology Sector", presented at Keynote for the National Meeting of Directors of Schools and Faculties of Computer Science and Informatics, National, Sponsored by ANIEI, Invited. (June 13, 2018).

Overview of the industry trends in data analytics, IoT, blockchain, and general information systems particularly employers needs and job demands. This talk addressed the challenges we as COBs, departments and faculty face as we work to prepare and equip students for today's workforce.

"Business Analytics Using SASEG", Local, Sponsored by Savannah State University, Invited. (March 23, 2018).

"Navigating SAP in the Curriculum", Sponsored by UNC-Greensboro, Invited. (March 19, 2018).

"Big Data or Big Hype: Where the future lies: Current Trends and Future Vision of Disruptive Technologies", presented at International Congress of Informatics and Computing of the ANIEI, International, Sponsored by National Association of IT Education Institutions in Mexico, Invited. (October 5, 2017).

An talk looking at the phenomenon of big data, its implications, current trends and the what the future looks like in a world of big data and its associated disruptive technologies such as the Internet of Things.

"Visualization Workshop", presented at Visualization Workshop, Local, Sponsored by Savannah State University/funded by NSF, Invited. (May 2017).

This was a 3-day workshop conducted for faculty at Savannah State University as part of a NSF minority STEM grant.

## **SERVICE**

### **Consulting**

Weyerhaeuser, Simsboro, LA. (October 2012 - December 2012).  
Conducting MS Project training and consulting sessions with operations personnel.

### **University Service**

#### **College/School**

AIS Student Chapter (Louisiana Tech University). (April 2015 - August 2016).

Founding Faculty Advisor

Attendee, Meeting, Tech Pointe Open House & Panel Discussion. (September 2012).

Attended for service, networking and overview and orientation to Tech Pointe as a new member of the faculty. Objective of attendance to support the event and stay up-to-date with opportunities on campus for students.

### **Department**

Member, NTT Annual Performance Review Committee. (August 2017 - Present).

Enterprise Systems - Information Systems Department. (July 2017 - Present).

Associate Director, Enterprise Systems

Committee Member, Undergraduate Committee. (September 2016 - Present).

Committee Member, Research Committee. (October 2017 - June 2018).

NTT Faculty Search Committee. (October 2016 - May 2017).

Strategy Committee. (September 2014 - May 2016).

Member of the Strategy Committee charged with auditing department goal attainment and evaluating currency of mission statement and department strategy.

Committee Chair, IS Council Annual Meeting Committee. (September 2012 - May 2016).

Co-chair of the IS Advisory Council Annual Meeting committee. Plan, coordinate and execute the annual meeting of the IS Advisory Council meeting each year.

### **University**

Interaction with Industry, CSC Curriculum Retreat. (September 2014).

Attended and participated in curriculum development discussions with CSC and colleagues.

### **Professional Service**

Committee Member, Council of the Association of Information Systems (AIS). (June 2017 - Present).

Vice-President for Student Chapters. I serve as a Vice President of our international association's governing body: AIS Council. As a VP, I oversee the student chapter program and over 80 student chapters all around the world.

Committee Member, AIS Committee on Education. (August 2015 - Present).

Committee Chair, SIGED (AIS Special Interest Group on Education) -Board of Directors. (February 2015 - Present).

PRESIDENT December 15, 2016 to October 2017. IMMEDIATE PAST PRESIDENT October 2017 to present.

SIGED is an international organization working to stimulate dialogue, activity and collaboration in activities related to IS education and scholarship. The President serves as the chief executive officer of the SIG and performs typical duties that pertain to the office of the President and other duties assigned by the Executive Board such as presiding over meetings, calling meetings, coordinating SIG activities, supervising all other officers and directors of the board, and assuring the completion of forms, reports, communications, etc., from our association or other constituents.

Track Co-Chair, Americas Conference on Information Systems (AMCIS) 2019. (August 2018 - August 2019).

IS Education, IS Curriculum, IS Education and Teaching Cases Track. 2018.

AMCIS 2019 Conference Committee. (January 2018 - August 2019).

CHAIR, Legacy Project.

Session Chair, International Conference on Information Systems (ICIS), San Francisco, CA.  
(December 2018).

Session chair for Education Track at the ICIS Conference.

Workshop Organizer, AIS/AMCIS, New Orleans, LA. (August 2018).

Organized and co-lead analytics and visualization workshop for faculty on an international scope.

Committee Member, AMCIS 2018 Conference Committee. (October 2017 - August 2018).

Co-Chair TREO (Technology Research, Education, and Opinion) Talk Sessions. 2018 Conference.

Track Co-Chair, Americas Conference on Information Systems (AMCIS) 2018. (August 2017 - August 2018).

IS Education, IS Curriculum, IS Education and Teaching Cases Track. 2018.

Track Co-Chair, Americas Conference on Information Systems (AMCIS). (October 2016 - August 2017).

Initiator and Co-Chair with Heikki Topi for a minitrack in the IS EDUCATION Track at AMCIS 2017.

Mini-track Title: Innovation in IS Education: Creative Approaches to Today's Opportunities and Challenges.

Conference Program Organizer, ISOneWorld. (October 2016 - April 2017).

Served as the Program Co-Chair for the 2017 ISOneWorld International Conference, Las Vegas, Nevada.

Committee Member, Decision Science Institute - Southwest (SWDSI) Board of Directors. (March 2014 - March 2017).

Conference Session Chair, Decision Sciences Institute Southwest Region. (March 2016).

Lead and facilitate conference session.

SIGED (AIS Special Interest Group on Education). (January 2013 - February 2015).

Treasurer

Conference Session Chair, The International Academy for Information Management & AIS SIGED.  
(December 2013).

Association of Information Systems SIG-Education. (March 2013 - December 2013).

Treasurer. Elected March 2013.

Conference Session Chair, Decision Sciences Institute Southwest Region. (March 2013).

Lead and facilitate conference session.

Interaction with Industry, Site Visit to SAP. (February 2013).

Industry visit at SAP. Site visit to SAP Orlando to network & interact with industry to help stay current and relevant in the classroom.

## **Viswanath Venkatesh**

University of Arkansas

Information Systems

WCOB 228

Qualifications: Scholarly Academic

Sufficiency: Participating

Phone: (479)-575-3869

Email: VVenkatesh@walton.uark.edu

### **Education**

PhD, University of Minnesota, 1998.

Emphasis/major: Information and Decision Sciences

BE, Bharathiar University, India, 1991.

Emphasis/major: Computer Science and Engineering

### **WORK EXPERIENCE**

#### **Professional Positions**

##### **Academic - Post-Secondary**

Academic - Post-Secondary, Distinguished Professor and George and Boyce Billingsley Chair in Information Systems, University of Arkansas. (August 2011 - Present).

Academic - Post-Secondary, PhD Program Director, Information Systems Department, Walton College of Business, University of Arkansas. (2011 - Present).

PhD Program Director, Information Systems Department, Walton College of Business, 2004-'09, 2011-present

- \* Balance program and departmental interests vis-à-vis college and university objectives
- \* Manage PhD student GAs—assign students to balance faculty needs and student interests
- \* Mentor PhD students
- \* Perform periodic and annual evaluations of PhD students
- \* Led policy evaluation and changes to the PhD program in 2008-'09
- \* Led benchmarking efforts and curricular changes to the PhD program in 2004-'05
- \* Spearheaded the creation of an Information Systems Graduate Student Association in 2007

Academic - Post-Secondary, Chair, Faculty Search Committee, Information Systems Dept, Walton College of Business. (2013 - 2014).

Academic - Post-Secondary, Professor and George and Boyce Billingsley Chair in Information Systems, University of Arkansas, (June 2004 - August 2011).

#### **Teaching Experience**

##### **University of Arkansas**

ISYS 5423 - SEMINAR SYSTEMS DEVELOPMENT, 2 terms.

ISYS 5723 - ADV MULTIVARIATE ANALYSIS, 8 terms.

ISYS 601V - GRADUATE COLLOQUIUM, 8 terms.

ISYS 6333 - INDIVIDUAL-LEVEL RESEARCH, 2 terms.

ISYS 636 - SPECIAL PROBLEMS, 1 term.

ISYS 636V - SPECIAL PROBLEMS, 7 terms.

ISYS 6833 - THEORY DEVELOPMENT, 2 terms.

ISYS 700 - DOCTORAL DISSERTATION, 1 term.

ISYS 700V - DOCTORAL DISSERTATION, 14 terms.

## Non-Credit Instruction Taught

Toulouse Business School. (July 2018).

Short course (3 days) on: "Theory Development and Writing" for PhD students and faculty members

Hong Kong University of Science and Technology. (March 2018).

Short course (3 days) on: "IS Research for Societal Good" for PhD students.

ICT University, Cameroon, Africa. (July 2017).

Guest lecture for 2 sessions (3 hrs each) in a PhD course on "Theories in Business"

Hong Kong University of Science and Technology. (June 2017).

Short course (3 days) on: "Theory Development" for PhD students.

Tsinghua University. (November 2016).

Short course (2 days) on: "Theory Development and Writing" for faculty members

Monash University Malaysia, Kuala Lumpur. (October 2016).

Short course (1 day) on: "Mixed Methods Research" for PhD students and faculty members.

Hong Kong Baptist University. (September 2016).

(1 day) on: "Theory Development" for PhD students and faculty members.

Indian Institute of Management Kozhikode. (September 2016).

Short course (1 day) on: "Theory Development and Writing" for PhD students.

Indian Institute of Management Kozhikode. (September 2016).

Short course (2 days) on: "Theory Development and Writing" for faculty members.

Swansea University. (September 2016).

Short course (1 day) on: "Theory Development" for PhD students and faculty members

Hong Kong Polytechnic University. (December 2015).

3 hours on: "Theory Development and Writing" for PhD students.

Telecom ParisTech. (October 2015).

3 days on: "Theory Development" for Faculty members.

Monash University (Malaysia). (July 2015).

6 hours on: "Advanced Theory Development" for PhD students and faculty members.

Hong Kong University of Science and Technology. (June 2013).

\* Short course (approx 10 hours) on: "Theory Development" for PhD students, Hong Kong University of Science and Technology, Jun 2013.

Shanghai Jiao Tong University. (June 2013).

\* Short course (3 hours) on: "Theory Development" for PhD students and faculty members, Shanghai Jiao Tong University, Jun 2013.

Australian National University. (July 2012).

\* Short course (8 hours) on: "Writing Empirical Journal Articles" for PhD students and faculty members, Australian National University, Jul 2012.

Hong Kong University of Science and Technology. (June 2012).

\* Short course (approx 10 hours) on: "Individual-level Research" for PhD students, Hong Kong University of Science and Technology, Jun 2012.

Hong Kong Polytechnic University. (April 2012).

\* Short course (8 hours) on: "Theory Development," for PhD students, Hong Kong Polytechnic University, Hong Kong, Apr 2012.

Australian National University. (July 2011).

\* Short course (16 hours) on: "Theory Development and Writing" for PhD students, Australian National University, Jul 2011.

Hong Kong University of Science and Technology. (June 2011).

\* Short course (approx 10 hours) on: "Research Methods" for PhD students, Hong Kong University of Science and Technology, Jun 2011.

Hong Kong Polytechnic University. (March 2011).

\* Short course (16 hours) on: "Road to Success: A Guide for Researchers in the Behavioral and Social Sciences," Hong Kong Polytechnic University, Mar 2011. (listed earlier under book-related presentations)

Hong Kong University of Science and Technology. (June 2010).

\* Short course (approx 10 hours) on: "Managing Research Programs and Writing Papers" for PhD students, Hong Kong University of Science and Technology, Jun 2010.

Hong Kong Polytechnic University. (March 2010).

\* Short course (16 hours) on: "Theory Development," March 2010, Hong Kong Polytechnic University, Hong Kong.

## **Professional Development**

Conference Attendance, "International Conference on Information Systems," Seoul, South Korea. (December 2017).

Conference Attendance, "International Conference on Information Systems," Dublin, Ireland. (December 2016).

Conference Attendance, "International Conference on Information Systems," AIS, Fort Worth, TX. (December 2015).

Conference Attendance, "Australasian Conference on Information Systems," AIS, Brisbane, Australia. (December 2010).

Conference Attendance, "International Conference on Information Systems," AIS, St. Louis, MO. (December 2010).

## **Teaching Honors and Awards**

Quoted in local and national newspapers, including Washington Post, for views on IT education, Teaching, (2017).

## **RESEARCH**

### **Editorial Activities**

Journal of the AIS, Editorial Advisory Board Member. (2016 - Present).  
Editorial Advisory Board Member

Electronic Commerce Research, Editorial Advisory Board Member. (2014 - Present).  
Editorial Advisory Board Member

Engaged Management ReView, Editorial Board Member. (2014 - Present).

Oxford Research Encyclopedia of Business and Management, Advisory Board Member. (2014 - Present).  
Advisory Board Member

Organizational Behavior and Human Decision Processes, Editorial Review Board Member. (2010 - Present).  
Editorial Review Board Member

AIS Transaction of Human-Computer Interaction, Senior Editor. (2008 - Present).  
Senior Editor

Production and Operations Management, Editorial Review Board Member. (2007 - Present).  
Editorial Review Board Member

Journal of the AIS, Ad-hoc Senior Editor. (2006 - Present).  
Ad-hoc Senior Editor

Decision Sciences Journal, Associate Editor. (2004 - Present).

"MIS Quarterly", Senior Editor, International. (2012 - 2017).  
\* Senior Editor, MIS Quarterly, starting 2012.

Decision Sciences, Associate Editor, International. (2004 - 2017).

"Special issue on IT, SCM and Services IT, SCM, and Services", Journal of Operations Management,  
Guest Editor. (2013).  
Sixty-two submissions were received and 13 were published in Volume 31, issue 6 in 2013

Information Systems Research, Editorial Board Member. (2008 - 2011).

Information Systems Research, Editor, General, International. (August 2007 - 2011).  
Dr. Venkatesh has been invited to serve as a Senior Editor of Information Systems Research (ISR)

## **Presentations Given**

Venkatesh, V., "Big Data Breaches," Hong Kong Baptist University, Hong Kong. (November 2018).

Venkatesh, V., "Road to Success: A Guide for Researchers in the Behavioral and Social Sciences,"  
University of Wisconsin—Whitewater, Wisconsin, WI, United States. (November 2018).

Venkatesh, V., "Pursuing United Nations' Millennium Development Goals in India," University of  
Mannheim, Germany. (October 2018).

Venkatesh, V., "Pursuing United Nations' Millennium Development Goals in India," Virginia Tech, United  
States. (September 2018).

Venkatesh, V., "Road to Success: A Guide for Researchers in the Behavioral and Social Sciences," Nova  
Information Management School, Lisbon, Portugal. (July 2018).

Venkatesh, V., "Social Networks," University of Texas - Austin, Austin, TX, United States. (February 2018).

Venkatesh, V., "Pursuing United Nations' Millennium Development Goals in India," Hong Kong Baptist University, Hong Kong. (January 2018).

Venkatesh, V., International Conference on Information Systems, "MIS Quarterly Reviewer Workshop," Seoul, South Korea. (December 2017).

Venkatesh, V., College of William and Mary, "Digital Divide (Pursuing United Nations' Millennium Development Goals in India)," Virginia, VA, United States. (November 2017).

Venkatesh, V., University of Minnesota, "Digital Divide (Pursuing United Nations' Millennium Development Goals in India)." (November 2017).

Venkatesh, V., "Digital Divide (Pursuing United Nations' Millennium Development Goals in India)," Hong Kong University, Hong Kong. (October 2017).

Venkatesh, V., University of Cincinnati, "Digital Divide (Pursuing United Nations' Millennium Development Goals in India)," Cincinnati, United States. (August 2017).

Venkatesh, V., European Security Conference, "Big Data Breaches and Customer Compensation Strategies," Lisbon, Portugal. (July 2017).

Venkatesh, V., "Big Data Breaches," Hong Kong University of Science and Technology. (June 2017).

Venkatesh, V., European Security Conference Lisbon Portugal, "Big Data Breaches," Portugal. (June 2017).

Venkatesh, V., "Theories in Business," ICT University, Cameroon. (June 2017).

Venkatesh, V., "Big Data Breaches," Michigan State University (Apr 2017), United States. (April 2017).

Venkatesh, V., IS One World & 16th Annual Security Conference, "Big Data Breaches," United States. (April 2017).

Venkatesh, V., IS One World & 16th Annual Security Conference, "Big Data Breaches and Customer Compensation Strategies," Las Vegas, NV, United States. (April 2017).

Venkatesh, V., "Digital Divide (Pursuing United Nations' Millennium Development Goals in India)," Hong Kong University, Hong Kong. (April 2017).

Venkatesh, V., University of Maryland, "Digital Divide (Pursuing United Nations' Millennium Development Goals in India)," Maryland, MD, United States. (December 2016).

Venkatesh, V., International Conference on Information Systems, "Leveraging Technology for Refugee Integration: How Can We Help?," Dublin, Ireland. (December 2016).

Venkatesh, V., University of Wisconsin—Whitewater, "Road to Success: A Guide for Researchers in the Behavioral and Social Sciences," Wisconsin, WI, United States. (December 2016).

Venkatesh, V., City University of Hong Kong, "Information Systems Symposium." (2016).  
Workshop Counselor

Venkatesh, V., Brock University, "Digital Divide (Pursuing United Nations' Millennium Development Goals in India)," Canada. (November 2016).

Venkatesh, V., Tsinghua University, "Digital Divide (Pursuing United Nations' Millennium Development Goals in India)," China. (November 2016).

Venkatesh, V., Tsinghua University, "Theory Development and Writing" for faculty members," China. (November 2016).

Venkatesh, V. (Presenter & Author), International Conference on Marketing, "Digital Divide (Pursuing United Nations' Millennium Development Goals in India)," India. (September 2016).

Venkatesh, V. (Presenter & Author), IFIP Conf on e-Business, e-Services and e-Society, "Pursuing United Nations' Millennium Development Goals and Sustainable Development Goals: Lessons Learned from a Project in Rural India." (September 2016).

Venkatesh, V., "Big Data Breaches," Ohio State University, United States, OH. (May 2016).

Venkatesh, V. (Presenter & Author), The Ohio State University, "Pursuing United Nations' Millennium Development Goals in India," Ohio, OH, United States. (May 2016).

Venkatesh, V. (Presenter & Author), Hong Kong University of Science and Technology's Institute of Advanced Studies, "Pursuing United Nations' Millennium Development Goals in India." (March 2016).

Venkatesh, V. (Presenter & Author), Arizona State University, "Pursuing United Nations' Millennium Development Goals in India," Arizona, AZ, United States. (February 2016).

Venkatesh, V., AIS Bright Initiative at the International Conference on Information Systems, "Digital Divide (Pursuing United Nations' Millennium Development Goals in India)." (December 2015).

Venkatesh, V., Monash University, Malaysia—Sir John Monash Distinguished Lecture, "Digital Divide (Pursuing United Nations' Millennium Development Goals in India)." (July 2015).

Venkatesh, V., National University of Singapore, Singapore, "Digital Divide (Pursuing United Nations' Millennium Development Goals in India)." (July 2015).

Venkatesh, V., Hong Kong Polytechnic University, Hong Kong, "Digital Divide (Pursuing United Nations' Millennium Development Goals in India)." (April 2015).

Venkatesh, V., University of Oulu, "Bridging the Quantitative-qualitative Divide (Mixed Methods Research)." (March 2015).

Venkatesh, V., Association of Information Systems webinar, "Telecommuting." (March 2015).

Venkatesh, V., Digital Divide, "Digital Divide," University of Queensland, Brisbane, Australia. (December 2014).

Venkatesh, V., Road to Success, "Road to Success," University of Queensland, Australia. (December 2014).

Venkatesh, V., Tech-n-Use(Conference on Acceptance and Use of Technologies), "Unified Theory of Acceptance and Use of Technology," France. (October 2014).

Venkatesh, V., Healthcare and Information Technologies, "Healthcare and Information Technologies," Monash University, Kuala Lumpur, Malaysia. (July 2014).

Venkatesh, V., 2nd International Conference on Computer and Information Sciences, "Digital Divide in India," Kuala Lumpur, Malaysia. (June 2014).

Venkatesh, V., Bridging the Quantitative-qualitative Divide, "Bridging the Quantitative-qualitative Divide," Chinese University of Geosciences, Wuhan, China. (May 2014).

Venkatesh, V., Digital Divide, "Digital Divide," Tsinghua University, Beijing, China. (May 2014).

Venkatesh, V., The Thirteenth Wuhan International Conference on E-business, "Emerging Directions for Customer-side Research in E-business," Wuhan, China. (May 2014).

Venkatesh, V., Road to Success, "Road to Success," Chinese University of Geosciences, China. (May 2014).

Venkatesh, V., Road to Success, "Road to Success," Tsinghua University, China. (May 2014).

Venkatesh, V., Digital Divide, "Digital Divide," Michigan State University, East Lansing, MI. (April 2014).

Venkatesh, V., Digital Divide, "Digital Divide," Northern Arizona University, Flagstaff, AZ. (April 2014).

Venkatesh, V., Digital Divide, "Digital Divide," University of Louisville, Louisville, KY. (April 2014).

Venkatesh, V., Digital Divide, "Digital Divide," Hong Kong Polytechnic University. (March 2014).

Venkatesh, V., Conference of the Chinese ERP Society, "Promising Future Directions in Enterprise Systems Research," Tainan, Taiwan. (March 2014).

Venkatesh, V., Road to Success, "Road to Success," Hong Kong Polytechnic University. (March 2014).

Venkatesh, V., Road to Success, "Road to Success," Ming Chuan University, Taiwan. (March 2014).

Venkatesh, V., International Conference on Information Systems, Junior Faculty Consortium, "Building and Sustaining a Research Program." (December 2013).

Venkatesh, V., International Conference on Information Systems, Journal of AIS Workshop, "Theory Development." (December 2013).

Venkatesh, V., International Conference on Information Systems, Junior Faculty Consortium, Special Interest Group on HCI, "What is an HCI Research Agenda for Social Networking Studies?." (December 2013).

Venkatesh, V., Chan, F.K Y., Thong, J. L., Academy of Management, "Designing E-government Services: Key Service Attributes and Citizens' Preference Structures." (August 2013).

Venkatesh, V., Digital Divide, "Digital Divide," Monash University, Kuala Lumpur, Malaysia. (June 2013).

Venkatesh, V., Digital Divide, "Digital Divide," Shanghai Jiao Tong University, Shanghai, China. (June 2013).

Venkatesh, V., Monash University, "Digital Divide," Kuala Lumpur, Malaysia. (June 2013).

Venkatesh, V., Shanghai Jiao Tong University, "Digital Divide," Shanghai, China. (June 2013).

Venkatesh, V., Road to Success, "Road to Success," Monash University, Malaysia. (June 2013).

Venkatesh, V., Digital Divide, "Digital Divide," University of Utah, Salt Lake City, UT. (April 2013).

Venkatesh, V., University of Utah, "Digital Divide," Salt Lake City, UT. (April 2013).

Venkatesh, V., Digital Divide, "Digital Divide," Washington State University, Pullman, WA. (September 2012).

Venkatesh, V., Washington State University, "Digital Divide," Pullman, WA. (September 2012).

Venkatesh, V., Deakin University, "Digital Divide," Melbourne, Australia. (July 2012).

Venkatesh, V., Digital Divide, "Digital Divide," National Sun Yat-Sen University, Kaohsiung, Taiwan. (July 2012).

Venkatesh, V., Digital Divide, "Digital Divide," Deakin University, Melbourne, Australia. (July 2012).

Venkatesh, V., Digital Divide, "Digital Divide," National Chengchi University, Taipei, Taiwan. (July 2012).

Venkatesh, V., National Chengchi University, "Digital Divide," Taipei, Taiwan. (July 2012).

Venkatesh, V., National Sun Yat-Sen University, "Digital Divide," Kaohsiung, Taiwan. (July 2012).

Venkatesh, V., Usability/Mobile Usability, "Usability/Mobile Usability," University of Wollongong, Wollongong, Australia. (July 2012).

Venkatesh, V., Brown, S. A., Hoehle, H., Proceedings of the European Conference on Information Systems, "Understanding Technology Adoption in the Household Context: A Comparison of Seven Theoretical Models," Barcelona, Spain. (June 2012).

Venkatesh, V., Digital Divide, "Digital Divide," Georgia State University, Atlanta, GA. (January 2012).

Venkatesh, V., Georgia State University, "Digital Divide," Atlanta, GA. (January 2012).

Venkatesh, V., Road to Success, "Road to Success," Georgia State University. (January 2012).

Newell, J., Maruping, L. M., Venkatesh, V., Big XII+ Management Information Systems Symposium, "Information Systems Development Risk Factors and Dispersed Teamwork: The Role of Empowering Leadership in Facilitating Team Member Well-being," Management Information Systems, Manhattan, KS. (2011).

Venkatesh, V., Association for Information Systems Webinar, "Road to Success." (November 2011).

Venkatesh, V., Road to Success, "Road to Success," Washington State University, Pullman, United States. (November 2011).

Venkatesh, V., Digital Divide, "Digital Divide," National University of Singapore, Singapore. (October 2011).

Venkatesh, V., National University of Singapore, "Digital Divide," Singapore. (October 2011).

Venkatesh, V., Digital Divide, "Digital Divide," University of Buffalo, Buffalo, NY. (September 2011).

Venkatesh, V., University of Buffalo, "Digital Divide," Buffalo, NY. (September 2011).

Venkatesh, V., Road to Success, "Road to Success," University of Wollongong, Australia. (July 2011).

Venkatesh, V., Healthcare and Information Technologies, "Healthcare and Information Technologies," National Sun Yat-Sen University, Kaohsiung, Taiwan. (June 2011).

Venkatesh, V., National Sun Yat-Sen University, "Healthcare and Information Technologies," Kaohsiung, Taiwan. (June 2011).

- Venkatesh, V., Designing E-Government Services, "Designing E-Government Services," University of Arkansas, Fayetteville, AR. (April 2011).
- Venkatesh, V., Road to Success, "Road to Success," Hong Kong Polytechnic University. (March 2011).
- Venkatesh, V., Sykes, T., Zhang, X. J., Proceedings of the Hawaii International Conference on System Sciences, "'Just What the Doctor Ordered': A Revised UTAUT for EMR System Adoption and Use by Doctors," Kauai, HI. (January 2011).
- Venkatesh, V., Digital Divide, "Digital Divide," University of Melbourne, Melbourne, Australia. (November 2010).
- Venkatesh, V., Digital Divide, "Digital Divide," University of Wollongong, Wollongong, Australia. (November 2010).
- Venkatesh, V., Digital Divide, "Digital Divide," University of Queensland, Brisbane, Australia. (October 2010).
- Venkatesh, V. (Presenter Only), Theory Building: The Science Getting in the Way of the Art, "Keynote," Information Systems Foundations Workshop, n National University, Canberra, Australia. (October 2010).
- Venkatesh, V., Digital Divide, "Digital Divide," University of Arkansas, Fayetteville, AR. (September 2010).
- Venkatesh, V., Digital Divide, "Digital Divide," United Nations, Paris, France. (September 2010).
- Venkatesh, V., Healthcare and Information Technologies, "Healthcare and Information Technologies," Boston College, Boston, MA. (September 2010).
- Venkatesh, V., Digital Divide, "Digital Divide," University of Cincinnati, Cincinnati, OH. (April 2010).
- Venkatesh, V., Change Management and the Role of Expert Users: A Tool and an Associated Intervention, "Change Management and the Role of Expert Users: A Tool and an Associated Intervention," MIT, Boston, MA. (March 2010).
- Venkatesh, V., Online and Offline Networks, "Online and Offline Networks," HEC Paris, Paris, France. (March 2010).
- Venkatesh, V., Healthcare and Information Technologies, "Healthcare and Information Technologies," University of Arkansas, Fayetteville, AR. (February 2010).
- Venkatesh, V., IT Implementations in Developing Countries, "IT Implementations in Developing Countries," Australian National University, Canberra, Australia. (February 2010).
- Venkatesh, V., Dead or Alive? Future of Technology Adoption Research, "Dead or Alive? Future of Technology Adoption Research," Copenhagen Business School, Copenhagen, Denmark. (January 2010).

## **Publications - Teaching Related**

### *Journal Article (Published)*

- Venkatesh, V. "Authorship Credit: Thoughts for PhD Students and Faculty Mentors". issue3. 2018. 8-14. Over the last decade, Africa as a continent has experienced steady economic growth. However, despite this sustained economic growth trend, quality of life issues still plague much of the continent. The complexity of these problems requires intellectual capabilities to develop workable and sustainable solutions. Thus, the facilitation of doctoral education in less developed countries (LDCs) is an

important and worthwhile undertaking. This paper tells the tale of how a simple case of serendipitous opportunity to facilitate a doctoral research seminar for an African university became a catalyst in securing the participation of several leading scholars to contribute to the seminar and grow their interest in contributing to doctoral education in LDCs. The seminar garnered strong positive reactions from the students who were spread across Africa and also among scholars who participated. We discuss the lessons we learned, with a view toward providing a template for the remote delivery of doctoral coursework in LDCs.

*Book Chapter (Published)*

Venkatesh, V., Morris, M. G., Davis, F. D., Topi, H. Individual-Level Technology Adoption Research: An Assessment of The Strengths, Weaknesses, Threats and Opportunities for Further Research Contributions. CRC Computing Handbook Set, Boca Raton, FL: Taylor and Francis. 2014.

*Journal Article (Published)*

Venkatesh, V., Windeler, J. B. "Hype or Help? A longitudinal Field Study of Virtual World Use for Team Collaboration". issue10. 2012.

## **Publications - Research Related**

*Journal Article (Paper Under Review)*

Blut, M., Chong, A. Y.L., Tsiga, Z., Venkatesh, V. "Meta-analysis of the Unified Theory of Acceptance and Use of Technology (UTAUT): Charting a Research Agenda in the Red Ocean". 1st round of review in progress.

*Journal Article (Paper Under Review)*

Kuruzovich, J., Paczkowski, W., Venkatesh, V., Golden, T., Goodarzi, S. "Telecommuting and Job Outcomes: A Moderated Mediation Model of System Use, Software Quality, and Social Exchange". 1st round of review in progress.

*Journal Article (Paper Under Review)*

Venkatesh, V., Aloysius, J. A., Hoehle, H., Nikkhah, H. R. "Moderating Effects of Recommendations and Discounts on Privacy Perceptions of Online Shopping". 1st round of review in progress.

*(Published)*

Zhang, X., Venkatesh, V. From Design Principles to Impacts: A Theoretical Framework and Research Agenda. 10 edition. issue2. 2018. 105-128.

*Journal Article (Revise and Resubmit)*

Haag, S., Eckhardt, A., Venkatesh, V. "Deviant Affordances: When Tensions, Deadlocks and Noncompliance Generate Job Performance". 3rd round of review in progress; resubmitted: Dec 2018.

*Journal Article (Published)*

Thongpapanl, N., Ashraf, A. R., Lapa, L., Venkatesh, V. "Differential Effects of Consumers' Regulatory Fit on Trust, Perceived Value, and M-commerce Usage among Developed and Developing Countries". issue3. 2018. 22-44, Attached is the acceptance letter from the editor.

*Journal Article (Published)*

Venkatesh, V., Rai, A., Maruping, L. M. "Information Systems Projects and Individual Developer Outcomes: Role of Project Managers and Process Control". issue1. 2018. 127-148.

*Journal Article (Accepted)*

Maruping, L. M., Zhang, X., Venkatesh, V., Thong, J. Y.L. "Role of Culture in Mitigating the Effects of Technical Risk in Information Technology Projects: Development of a Nomological Network". forthcoming; Attached is the acceptance letter from the editor.

*Journal Article (Published)*

Venkatraman, S., Cheung, C. M.K., Lee, Z. W.Y., Davis, F. D., Venkatesh, V. "The 'Darth' Side of

Technology Use: An Inductively Derived Typology of Cyberdeviance". issue4. 2018. 1060-1091.

*Journal Article (Accepted)*

AbuJarour, S., Wiesche, M., Andrade, A. D., Fedorowicz, J., Krasnova, H., Olbrich, S., Tan, C., Urquhart, C., Venkatesh, V. "ICT-enabled Refugee Integration: A Research Agenda". forthcoming.

*Journal Article (Paper Under Review)*

Ahmad, T., Aljafari, R., Venkatesh, V. "The Government of Jamaica's Electronic Procurement System: Experiences and Lessons Learned". 1st round of review in progress.

*Journal Article (Revise and Resubmit)*

Schuetz, S. W., Venkatesh, V. "The Rise of Human Machines: How Cognitive Computing Systems Challenge Assumptions of User-System Interaction". 1st round of review completed.

*Journal Article (Revise and Resubmit)*

Aloysius, J. A., Arora, A., Venkatesh, V. "Is Technology a Blessing in Disguise to Shoplifters? A Study of Mobile Checkout Settings". 1st round of review completed.

*Journal Article (Paper Under Review)*

Shi, X., Goyal, S., Venkatesh, V. "Role of Users' Status Quo Preference and Effect on Continuance Intentions". 1st round of review in progress.

*Journal Article (Revise and Resubmit)*

Baiyere, A., Topi, H., Venkatesh, V., Donnellan, B., Wyatt, J. "Internet of Things: A Research Agenda for Information Systems". 1st round of review completed.

*Journal Article (Revise and Resubmit)*

Venkatesh, V., Thong, J. Y.L., Chan, F., Hoehle, H., Spohrer, K. "Examining the Antecedents of Developer Satisfaction with Agile Methodology: A Knowledge Management Perspective". 1st round of review completed.

*Journal Article (Revise and Resubmit)*

Venkatraman, S., Cheung, C. M.K., Lee, Y. Z.W., Davis, F. D., Venkatesh, V. "Cyberslacking in the Workplace: Antecedents and Effects on Job Performance". 2nd round of review completed.

*Journal Article (Revise and Resubmit)*

Venkatesh, V. "Unified Theory of Acceptance and Use of Technology". [AIS Transactions on Replication Research](#). 1st round of review completed.

*Journal Article (Published)*

Zhang, X., Venkatesh, V. "A Nomological Network of Knowledge Management System Use: Antecedents and Consequences". issue4. 2017. 1275-1306.

*Journal Article (Published)*

Venkatesh, V., Hoehle, H., Aljafari, R. "A Usability Study of the Obamacare Website: Evaluation and Recommendations". [Government Information Quarterly](#). issue2. 2017. 199-210, Forthcoming.

*Journal Article (Published)*

Venkatesh, V., Aloysius, J. A., Hoehle, H., Burton, S. "Design and Evaluation of Auto-ID Enabled Shopping Assistance Artifacts: Two Retail Store Laboratory Experiments". issue1. 2017. 83-113.

*Journal Article (Published)*

Bala, H., Venkatesh, V. "Employees' Reactions to IT-enabled Process Innovations in the Age of Data Analytics in Healthcare". [Business Process Management Journal](#). issue3. 2017. 671-702.

*Journal Article (Published)*

Maruping, L.M, Bala, H., Venkatesh, V., Brown, S.A. "Going Beyond Intention: Integrating Behavioral Expectation into the Unified Theory of Acceptance and Use of Technology". [Journal of the American](#)

Society for Information Science and Technology. issue3. 2017. 623-637.

*Journal Article (Published)*

Venkatesh, V., Shaw, J.D, Sykes, T., Wamba, S. F., Macharia, M. "Networks, Technology, and Entrepreneurship: A Field Quasi-experiment among Women in Rural India". issue5. 2017. 1709-1730, Recognized as the best paper published in AMJ in 2017.

*Journal Article (Published)*

Venkatesh, V., Windeler, J., Bartol, K.M, Williamson, I.O. "Person-organization and Person-job Fit Perceptions of New Employees: Work Outcomes and Gender Differences". issue2. 2017. 525-558.

*Journal Article (Published)*

Windeler, J., Maruping, L. M., Venkatesh, V. "Systems Development Risk Factors: The Role of Empowering Leadership in Lowering Developers' Stress". issue4. 2017. 775-796.

*Journal Article (Revise and Resubmit)*

Venkatesh, V., Thong, J. Y.L., Chan, F., Hoehle, H., Spohrer, K. "How Agile Software Development Methods Prevent Work Exhaustion: Empirical Insights on Role Conflict and Role Ambiguity". Information Systems Journal. 2nd round of review in progress; resubmitted: Oct 2018.

*Journal Article (Revise and Resubmit)*

Aljafari, R., Venkatesh, V., Cheung, C. "Mobile Health Applications for Maternal Health: A Longitudinal Field Study". 1st round of review completed.

*Journal Article (Revise and Resubmit)*

Vaithilingam, S., Nair, M., Macharia, M., Venkatesh, V. "Mobile Communication and Use Behavior of the Urban Poor in a Developing Country: A Field Study in Malaysia". Journal of AIS. 2nd round of review in progress; resubmitted: Jan 2019.

*Journal Article (Accepted)*

Venkatesh, V., Sykes, T., Zhang, X. J. "ICT for Development in Rural India: A Longitudinal Study of Women's Health Outcomes". Forthcoming.

*Journal Article (Revise and Resubmit)*

Fang, Y., Zhao, L., Venkatesh, V., Slaughter, S. "Understanding Interdisciplinarity in Information Systems Research for the Era of Big Data". ACM Transactions on MIS. 1st round of review completed.

*Journal Article (Published)*

Bala, H., Venkatesh, V. "Adaptation to Information Technology: A Holistic Nomological Network from Implementation to Job Outcomes". issue1. 2016. 156-179.

*Journal Article (Published)*

Venkatesh, V., Rai, A., Sykes, T., Aljafari, R. "Combating Infant Mortality in Rural India: Evidence from a Field Study of eHealth Kiosk Implementations". issue2. 2016. 353-380.

*Journal Article (Accepted)*

Venkatesh, V., Rai, A., Sykes, T., Setia, P. "Governance and ICT4D Initiative Success: A Longitudinal Field Study of Ten Villages in Rural India". forthcoming.

*Journal Article (Published)*

Venkatesh, V., Brown, S.A., Sullivan, Y.W. "Guidelines for Conducting Mixed-methods Research: An Extension and Illustration". Journal of the AIS. issue7. 2016. 435-495.

*Journal Article (Published)*

Bala, H., Venkatesh, V., Venkatraman, S., Bates, J. "If the Worst Happens: Five Strategies for Developing and Leveraging Information Technology-Enabled Disaster Response in Healthcare". IEEE Journal of Biomedical and Health Informatics. issue6. 2016. 1545-1551.

*Journal Article (Published)*

Venkatesh, V., Thong, J.L, Chan, F., Hu, P.J. "Managing Citizens' Uncertainty in E-government Services: The Mediating and Moderating Roles of Transparency and Trust". *issue1*. 2016. 87-111.

*Journal Article (Published)*

Venkatesh, V., Bala, H., Sambamurthy, V., Venkatesh, V. "Organizational Implementation of an Information and Communication Technology in Developing Countries: A Multi-method Longitudinal Study in a Bank in India". *issue3*. 2016. 558-579.

*Journal Article (Revise and Resubmit)*

Sykes, T., Tepper, B. J., Venkatesh, V., Rai, A. "Social Network Properties of Teams and Performance Within and Across Levels: The Mediating Roles of Self- and Team-Regulation Impairment". 1st round of review completed.

*Journal Article (Published)*

Venkatesh, V., Brown, S.A, Wati, Y. "Technology Adoption in Households: An Illustration of the Guidelines for Mixed Methods Research". Journal of AIS. *issue7*. July (3rd Quarter/Summer) 2016. 435-495.

*Journal Article (Published)*

Venkatesh, V., Thong, J.L, Xu, X. "Unified Theory of Acceptance and Use of Technology: A Synthesis and the Road Ahead". Journal of the AIS. *issue5*. May 2016. 328-376.

*Journal Article (Published)*

Hoehle, H., Zhang, X., Venkatesh, V. "An Espoused Cultural Perspective to Understand Continued Intention to Use Mobile Applications: A Four-country Study of Mobile Social Media Application Usability". European Journal of Information Systems. *issue3*. 2015. 337-359.

*Journal Article (Published)*

Maruping, L. M., Venkatesh, V., Patel, P., Thatcher, S. "Folding Under Pressure or Rising to the Occasion? Perceived Time Pressure and the Moderating Role of Team Temporal Leadership". *issue5*. 2015. 1313-1333.

*Journal Article (Published)*

Brown, S.A, Venkatesh, V., Hoehle, H. "Technology Adoption Decisions in the Household: A Seven-model Comparison". Journal of the American Society for Information Science and Technology. *issue9*. 2015. 1933-1949.

*Journal Article (Published)*

Hoehle, H., Venkatesh, V. "Mobile Application Usability: Conceptualization and Instrument Development". *issue2*. June 1, 2015. 435-472.

*Book Chapter (Published)*

Venkatesh, V., Cooper, C., Straub, D., Welke, R. Technology Acceptance Model and Unified Theory of Acceptance and Use of Technology. 7 edition. The Wiley Encyclopedia of Management. 2014. 295-303.

*Journal Article (Published)*

Venkatesh, V., Hoehle, H., Aljafari, R. "A Usability Evaluation of the Obamacare Website". Government Information Quarterly. *issue4*. 2014. 669-680.

*Journal Article (Published)*

Xu, X., Thong, J. L., Venkatesh, V. "Effects of ICT Service Innovation and Complementary Strategies on Brand Equity and Customer Loyalty in a Consumer Technology Market". *issue4*. 2014. 710-729.

*Journal Article (Published)*

Venkatesh, V., Sykes, T., Venkatraman, S. "Understanding E-government Portal Use in Rural India: Role

- of Demographic and Personality Characteristics". Information Systems Journal. issue3. 2014. 249-269.
- Journal Article (Published)*  
Brown, S. A., Venkatesh, V., Goyal, S. "Expectation Confirmation in Information Systems Research: A Test of Six Competing Models". issue3. September 2014. 729-756.
- Journal Article (Published)*  
Venkatesh, V., Brown, S. A., Bala, H. "Bridging the Qualitative-Quantitative Divide: Guidelines for Conducting Mixed Methods Research in Information Systems". issue1. 2013. 21-54, Among the 50 papers to receive Emerald's Citations of Excellence award for 2015.
- Journal Article (Published)*  
Bala, H., Venkatesh, V. "Changes in Employees' Job Characteristics during an Enterprise System Implementation: A Latent Growth Modeling Perspective". issue4. 2013. 1113-1140.
- Journal Article (Published)*  
Venkatesh, V., Zhang, X. "Explaining Employee Job Performance: Role of Online and Offline Communication Networks". issue3. 2013. 695-722.
- Journal Article (Published)*  
Setia, P., Venkatesh, V., Joglekar, S. "Leveraging Digital Technologies: How Information Quality Leads to Localized Capabilities and Customer Service Performance". issue2. 2013. 565-590.
- Monograph (Published)*  
Venkatesh, V. "IT, Supply Chain, and Services: Looking Ahead". 31 edition. issue6. 2013. 281-284.
- Journal Article (Published)*  
Setia, P., Venkatesh, V., Joglekar, S. "Leveraging IS for creating a customer-centric organization: How information quality leads to localized capabilities and service performance". issue3. 2013. 695-722.
- Journal Article (Published)*  
Venkatesh, V., Bala, H. "Adoption and Impacts of Interorganizational Business Process Standards: Role of Partnering Synergy". issue4. 2012. 1131-1157.
- Journal Article (Published)*  
Venkatesh, V., Thong, J., Xu, X. "Consumer Acceptance and Use of Information Technology: Extending the Unified Theory of Acceptance and Use of Technology". issue1. 2012. 157-178, Among Google Scholar's top-10 most-cited papers in business and economics that were published between 2011 and 2015.
- Journal Article (Published)*  
Venkatesh, V., Chan, F. K., Thong, J. Y. "Designing E-government Services: Key Service Attributes and Citizens' Preference Structures". issue1-2. 2012. 116-133, Recognized in 2017 with the Ambassador award for citation impact for papers published between 2012 and 2017; Nominated for the Jack Meredith Best Paper Award for the best published paper in the journal in 2012.
- Journal Article (Published)*  
Brown, S. A., Venkatesh, V., Goyal, S. "Expectation Confirmation in Technology Use". issue2. 2012. 474-487.
- Monograph (Published)*  
Venkatesh, V. Collaborate for Success. Decision Line. 2012. 7-8.
- Journal Article (Published)*  
Thong, J. Y.L., Venkatesh, V., Hong, S.-J., Tam, K. Y. "Consumer Acceptance of Personal Information and Communication Technology Services". IEEE Transactions on Engineering Management. 2011. 613-625.

*Journal Article (Published)*

Zhang, X., Venkatesh, V., Brown, S. A. "Designing Collaborative Systems to Enhance Team Performance". Journal of AIS. issue8. 2011. 556-584.

*Journal Article (Published)*

Sykes, T., Venkatesh, V., Rai, A. "Explaining Physicians' Use of EMR Systems and Performance in the Shakedown Phase". Journal of the American Medical Informatics Association. issue2. 2011. 125-130.

*Journal Article (Published)*

Venkatesh, V., Thong, J., Chan, F., Hu, P., Brown, S. A. "Extending the Two-stage Information Systems Continuance Model: Incorporating UTAUT Predictors and the Role of Context". Information Systems Journal. issue6. 2011.

*Journal Article (Published)*

Magni, M., Taylor, S., Venkatesh, V. "'To Play or Not to Play': A Cross-temporal Investigation Using Hedonic and Instrumental Perspectives to Explain User Intention to Explore a Technology". International Journal of Human Computer Studies. issue9. 2010. 572-588.

*Journal Article (Published)*

Xu, X., Venkatesh, V., Tam, K. Y., Hong, S.-J. "Consumer Migration across Generations of Technology Service Platforms: Roles of Generation, Technology Hierarchy, and Complementarities". issue8. 2010.

*Journal Article (Published)*

Venkatesh, V., Goyal, S. "Expectation Disconfirmation and Technology Adoption: Polynomial Modeling and Response Surface Analysis". issue2. 2010. 281-303.

*Journal Article (Published)*

Morris, M., Venkatesh, V. "Job Characteristics and Job Satisfaction: Understanding the Role of Enterprise Resource Planning System Implementation". issue1. 2010.

*Journal Article (Published)*

Chan, F., Thong, J., Venkatesh, V., Brown, S., Hu, P., Tam, K. Y. "Modeling Citizen Satisfaction with Mandatory Adoption of an E-Government Technology". Journal of AIS. issue10. 2010. 519-549.

*Journal Article (Published)*

Brown, S., Dennis, A., Venkatesh, V. "Predicting Collaboration Technology Use: Integrating Technology Adoption and Collaboration Research". issue2. 2010. 9-53.

*Journal Article (Published)*

Rai, A., Venkatesh, V., Bala, H., Lewis, M. "Transitioning to a Modular Enterprise Architecture: Drivers, Constraints, and Actions". issue2. 2010. 83-94.

*Journal Article (Published)*

Venkatesh, V., Zhang, X. "Unified Theory of Acceptance and Use of Technology: U.S. Vs. China". Journal of Global Information Technology Management. issue1. 2010. 5-27.

*Technical Report (Published)*

Venkatesh, V. Advancement of Women in Rural India. United Nations Division for the Advancement of Women, UN Women, Paris. September 2010.

*Journal Article (Published)*

Xu, X., Venkatesh, V., Tam, K. Y., Hong, S.-J. "Model of Migration and Use of Platforms: Role of Hierarchy, Current Generation, and Complementarities in Consumer Settings". issue8. August 2010. 1304-1323.

## **Educationally Related Presentations and Workshops**

"ISYS 5723 included new exercises, new datasets and new assignments. The student learning improved significantly as a result.", presented at ISYS 5723, State, Sponsored by University of Arkansas, Accepted. (2017).

"ISYS 6333 included a one-day joint workshop with Dr. John Aloysius' class on writing a journal article. I conducted this workshop to help students develop their papers for PhD courses.", presented at ISYS 6333, State, Sponsored by University of Arkansas, Accepted. (2017).

"Theories in Business", International, Sponsored by ICT University, Invited. (2017).

"Theories in Business", presented at ICT University, International, Invited. (2017).

## **Contracts, Grants, and Sponsored Research**

Venkatesh, V., Cheung, C., Aljafari, R., "m is for Maternal: A Two-country Longitudinal Field Experiment of mHealth Apps for Better Maternal and Infant Health", Awarded 2018, Funded, Sponsored by Hong Kong University Grants Commission, Awarded by Other, \$746900. (2019 - 2021).

Venkatesh, V., Zhang, X.J., Zhang, X. M., "Influence of Mobile Showrooming on Consumer Purchasing Behavior and Strategies to Combat Mobile Showrooming", Funded, Sponsored by Hong Kong University Grants Commission, Awarded by Other, \$833789. (2014 - 2018).

Venkatesh, V. (Key Personnel), Zhang, X. J. (Primary Investigator), "A Multi-level Approach to Understanding Knowledge Management and Job Outcomes: The Role of KMS Design, Leadership and Social Networks", Awarded 2013, Funded, Sponsored by Hong Kong University Grants Commission, Awarded by Other, \$722012. (2013 - 2015).

Venkatesh, V. (Co-Investigator), Aloysius, J. A. (Co-Investigator), "Mobile Point of Sale and Loss Prevention: An Assessment of Risk", Awarded 2012, Funded, Sponsored by Retail Industry Leaders Association, Awarded by Private, \$107500. (2012 - 2013).

## **Research Honors and Awards**

Over 25,000 citations per Web of Science., Scholarship/Research, (2018).

Over 84,000 citations per Google Scholar, Scholarship/Research, (2018).  
About 9,100 citations in 2018.

Recognition and research findings, reported in local and national newspapers, such as Washington Post, Scholarship/Research, (2018).

Venkatesh (2000) is the 2nd most cited of all Information Systems Research articles, Information Systems Research, Scholarship/Research, (2018).

Venkatesh and Bala (2008) is the most cited of all Decision Sciences articles., Decision Sciences, Scholarship/Research, (2018).

Venkatesh and Davis (1996) is the 2nd most cited of all Decision Sciences articles., Decision Sciences, Scholarship/Research, (2018).

Venkatesh and Davis (2000) is the 3rd most cited of all Management Science articles., Management Science, Scholarship/Research, (2018).

Venkatesh et al. (2003) is the 2nd most cited of all MIS Quarterly articles, MIS Quarterly, Scholarship/Research, (2018).

Venkatesh et al. (2012) is among Google Scholar's top-10 most-cited papers in business and economics that were published between 2011 and 2015., Scholarship/Research, (2018).

Venkatesh et al. paper titled "Networks, Technology, and Entrepreneurship: A Field Quasi-Experiment among Women in Rural India" in Academy of Management Journal was recognized as the best paper of the year published in AMJ., Scholarship/Research, (2018).

Consistently ranked in the top-10% in terms of downloads per SSRN., Scholarship/Research, (2017).

Named to Marquis' Who's Who in America since 2007., Scholarship/Research, (2017).

Only scholar to publish in all in all 4 issues of MIS Quarterly in one calendar year (2017), with one issue including 2 of his papers for a total of 5 papers in MIS Quarterly in 2017, MIS Quarterly, Scholarship/Research, (2017).

Venkatesh, Chan, and Thong (2012) received the Ambassador award for citation impact for papers published between 2012 and 2017 at the Journal of Operations Management., Scholarship/Research, (2017).

Visiting Chair Professor, Hong Kong Polytechnic University, Scholarship/Research, (2017).  
May 2016 to Jan 2017. (on sabbatical from University of Arkansas)

Visiting Professor, Hong Kong Baptist University, Scholarship/Research, (2017).  
May & Aug 2017 (2 weeks each)

Visiting Senior Fellow, Hong Kong University of Science and Technology's Institute of Advanced Studies, Scholarship/Research, (2017).  
Jun-Jul 2017 (2 months).

Emerald Group 2016 Citations of Excellence award, Scholarship/Research, (2016).

Fellow of Association of Information Systems, Scholarship/Research, (2016).

Fellow, Association of Information Systems, Scholarship/Research, (2016).

Venkatesh and Davis (2000) is the 3rd most cited of all Management Science articles, Management Science, Scholarship/Research, (2016).

Venkatesh, Brown, and Bala (2013) was among the 50 papers to receive Emerald's Citations of Excellence award for 2016., Scholarship/Research, (2016).

Visiting Senior Fellow, Hong Kong University of Science and Technology's Institute of Advanced Studies., Scholarship/Research, (2016).  
Feb-Mar 2016 (1 month).

Among the 95 most-cited scholars in business and economics based on publications from 2000-2012 (<http://highlycited.com>, a Thompson Reuters' service)., Scholarship/Research, (2015).

As of Dec 2017, ranked #2 for all-time number of papers (total: 21) published in MIS Quarterly., Scholarship/Research, (2015).

Fellow, Information Systems Society, INFORMS, Scholarship/Research, (2015).

His PhD advisees, Sykes and Bala, have been ranked the top-two most-productive information systems assistant professors graduating since 2000 (Chen et al. 2015, Communications of the AIS; <http://aisel.aisnet.org/cais/vol36/iss1/19/>) in terms of publications in (a) MIS Quarterly and Information Systems Research; (b) UT Dallas journal list; and (c) Financial Times journal list., Scholarship/Research, (2015).

Named by INFORMS Information Systems Society's as a "Distinguished Fellow" in 2015.,  
Scholarship/Research, (2015).

Visiting Distinguished Chair Professor, Polytechnic University of Hong Kong., Scholarship/Research,  
(2015).  
Dec 2015 (1 month).

Among the 95 most-cited scholars in business and economics based on publications from 2000-2012,  
<http://highlycited.com>, a Thomson Reuters' service, Scholarship/Research, (2014).

Frequently cited in the press—selected examples (there are hundreds): Arkansas  
[http://www.uatrav.com/the\\_companion/article\\_d9f579c6-79c2-11e4-b6cc-df6ce715667a.html](http://www.uatrav.com/the_companion/article_d9f579c6-79c2-11e4-b6cc-df6ce715667a.html) USA  
<http://national.deseretnews.com/article/2121/How-Google-and-Facebook-are-helping-the-underprivileged-2-or-not.html> The World <http://dutchitchannel.nl/521509/onderzoekers-helpen-bedrijven-de-schade-van-een-datalek-te-minimaliseren.html> (Holland)  
<http://www.express.be/business/nl/marketing/overcompensatie-voor-datalekken-doet-argwaan-consument-nog-toenemen/210412.htm> (Belgium), Scholarship/Research, (2014).

Google Scholar citation count as of 12/31/2014: 37,205 (at the end of 2013: 29,650). (Google Scholar page available), Scholarship/Research, (2014).

Ranked #3 in terms of all-time number of publications (total: 16) in MIS Quarterly. (available on [misq.org](http://misq.org)); data current as of 12/2013., Scholarship/Research, (2014).

Ranked 1st, 2nd or top-5 for various combinations of journals, time windows and counting methods in terms of publications in the elite information systems journals (MIS Quarterly and Information Systems Research), Scholarship/Research, (2014).

Ranked the 27th most influential scholar in management and 16th most influential among those who received their degree since 1991, Aguinis et al. 2012, Academy of Management Perspectives, Scholarship/Research, (2014).

Venkatesh and Bala (2008) In 2014, this paper was chosen to be one of the 35 most-cited papers across all previous 15 years of awardees (750 papers)., Scholarship/Research, (2014).

Venkatesh et al. (2003) is the 2nd most cited paper published in MIS Quarterly. In 2011, this paper was recognized as a current classic in business and economics and continues to be one. In 2009, this paper was recognized as the most influential paper in one of only four research fronts in business and economics and continues to be one. I was also interviewed by ScienceWatch (a service of Thomson Reuters, just like Web of Science) and their web site features this audio interview discussing the origin and development of the paper and my ongoing work., ScienceWatch, Scholarship/Research, (2014).

Visiting Distinguished Chair Professor, Hong Kong Polytechnic University, Scholarship/Research, (2014).  
Dec 2014-Feb 2015(2 months)

Visiting Professor, Hong Kong Polytechnic University, Scholarship/Research, (2014).  
March through April

Visiting Professor, Hong Kong University of Science and Technology, Scholarship/Research, (2014).  
May-Jul 2014 (7 weeks)

Visiting Professor, Monash University (Malaysia), Scholarship/Research, (2014).  
Jul 2014 (1 week)

Visiting Professor, University of Mannheim (Germany), Scholarship/Research, (2014).  
Jul-Aug 2014 (1 month).

Web of Science citation count as of 12/31/2013: 10,310 (at the end of 2012: 8,701). (manual search conducted), Scholarship/Research, (2014).

Papers in all 4 issues of MIS Quarterly, first time for an author in the nearly 40-year history of the journal, MIS Quarterly, Scholarship/Research, (2013).

Ranked #3 for all-time number of papers (total: 16) in MIS Quarterly, MIS Quarterly, Scholarship/Research, (2013).

Visiting Professor, Hong Kong University of Science and Technology, Scholarship/Research, (2013).  
May to July

Visiting Professor, Monash University (Malaysia), Scholarship/Research, (2013).  
June

Alumni Distinguished Faculty Achievement Award, University of Arkansas, Scholarship/Research, (2012).

Faculty Research Excellence Award, Walton College of Business, Scholarship/Research, (2012).

Venkatesh and Bala (2008) is the most cited of all Decision Sciences articles; this paper was among the 50 papers to receive Emerald's Citations of Excellence, Emerald's Citations of Excellence 2012, Scholarship/Research, (2012).

Visiting Professor, Australian National University, Scholarship/Research, (2012).  
May through August

Visiting Professor, Hong Kong Polytechnic University, Scholarship/Research, (2012).

Visiting Professor, Hong Kong Polytechnic University, Scholarship/Research, (2012).

Visiting Professor, Hong Kong University of Science and Technology, Scholarship/Research, (2012).  
May through July

Visiting Professor, Australian National University, Scholarship/Research, (2011).  
May through August

Visiting Professor, Australian National University, Scholarship/Research, (2011).  
August 2010 through January 2011, 5 months Sabbatical

Visiting Professor, Hong Kong Polytechnic University, Scholarship/Research, (2011).

Visiting Professor, Hong Kong University of Science and Technology, Scholarship/Research, (2011).  
May through July

As of Dec 2010 ranked #5 for all-time number of papers published, MIS Quarterly, Scholarship/Research, (2010).

As of Dec 2010 (through Dec 2012), ranked #5 for all-time number of papers (total: 11 & 12) published in MIS Quarterly.

Faculty Research Excellence Award, Scholarship/Research, (2010).

Visiting Professor, Australian National University, Scholarship/Research, (2010).

Visiting Professor, Hong Kong Polytechnic University, Scholarship/Research, (2010).

Visiting Professor, Hong Kong University of Science and Technology, Scholarship/Research, (2010).  
May through July

# SERVICE

## University Service

### College/School

Member, Promotion and Tenure Review Committee, Logistics and Supply Chain Department, Walton College of Business. (2017 - 2018).

Member, Teaching Committee, Walton College of Business. (August 2009 - 2017).

Chair, PhD Program Committee, Walton College of Business. (2013 - 2015).

International Business and Cultural Association. (November 2014).  
“Using Technology to Make a Difference in Rural India.”

Walton College Dean’s Executive Advisory Board. (October 2014).  
“The Power of Giving”

Committee Member, Awards Committee. (2007 - 2011).

Committee Member, Awards Committee, Walton College of Business. (2005 - 2011).  
\* Member, Awards Committee, Walton College of Business, 2005-’11.

### Department

Member, Masters Program Committee, Information Systems Department, Walton College of Business. (2017 - Present).

Chair, Promotion and Tenure Review Committee, Information Systems Department, Walton College of Business. (2018 - 2019).

Member, Faculty Search Committee (endowed chair), Information Systems Department, Walton College of Business. (2017 - 2018).  
search (successful)

Member, Promotion and Tenure Review Committee, Information Systems Department, Walton College of Business. (2017 - 2018).

Member, Promotion and Tenure Review Committee, Information Systems Department, Walton College of Business. (2014 - 2017).

Committee Chair, Chair, Research Committee, Information Systems Department, Walton College of Business. (2004 - 2016).

Committee Chair, PhD Program Committee, Information Systems Department. (2011 - 2015).  
\* Chair, PhD Program Committee, Information Systems Department, Walton College of Business, starting 2011 (previously 2004-’09).

Committee Chair, Chair, Faculty Search Committee, Information Systems Department. (2013 - 2014).  
Chair, Faculty Search Committee (2 positions), Information Systems Department, Walton College of Business, 2013-’14. (search successful)

Committee Chair, Department, Chair, Faculty Search Committee for Visiting Faculty Member. (2013 - 2014).  
(search successful)

Department, Member, Faculty Search Committee for Clinical Faculty Member. (2013 - 2014).  
(search successful)

Walton College Dean's Executive Advisory Board. (October 2014).

"The Power of Giving," Walton College Dean's Executive Advisory Board, Fayetteville, AR,

Committee Chair, Promotion and Tenure Review Committee, Information Systems Department.  
(August 2013 - December 2013).

\* Chair, Promotion and Tenure Review Committee (evaluating promotions to Associate Professor),  
Information Systems Department, Fall 2013.

Committee Chair, Visiting Assistant Professor Search Committee. (2013).

\* Chair, Visiting Assistant Professor Search Committee, Information Systems Department, Walton  
College of Business, 2013. (search successful)

Committee Member, Administrative Assistant Search Committee, Information Systems Department.  
(2013).

\* Member, Administrative Assistant Search Committee, Information Systems Department, Walton  
College of Business, 2013. (search successful)

Committee Member, Clinical Faculty Member Search Committee, Information Systems Department.  
(2013).

\* Member, Clinical Faculty Member Search Committee, Information Systems Department, Walton  
College of Business, 2013. (search successful)

Committee Chair, Faculty Performance Review Committee, Information Systems Department. (2010 -  
2013).

\* Chair, Faculty Performance Review Committee, Information Systems Department, Walton College  
of Business, 2010-'13.

Committee Member, Administrative Assistant Search Committee, Information Systems Department.  
(2012).

\* Member, Administrative Assistant Search Committee, Information Systems Department, Walton  
College of Business, 2012. (search successful)

Committee Chair, Faculty Search Committee, Information Systems Department. (2011 - 2012).

\* Chair, Faculty Search Committee, Information Systems Department, Walton College of Business,  
2011-'12. (search successful)

Committee Chair, Visiting Assistant Professor Search Committee. (2011).

\* Chair, Visiting Assistant Professor Search Committee (2 positions), Information Systems  
Department, Walton College of Business, 2011. (search successful)

Committee Chair, Junior Faculty Review Committee, Information Systems Department. (2010 - 2011).

\* Chair, Junior Faculty Review Committee (3rd year review), Information Systems Department,  
Walton College of Business, 2010-'11.

Committee Member, Faculty Search Committee, Information Systems Department. (2010 - 2011).

\* Member, Faculty Search Committee (2 positions), Information Systems Department, Walton College  
of Business, 2010-'11. (search successful)

Committee Member, PhD Program Committee, Information Systems Department. (2009 - 2011).

\* Member, PhD Program Committee, Information Systems Department, Walton College of Business,  
2009-'11.

Committee Chair, Visiting Assistant Professor Search Committee, Information Systems Department.  
(2010).

\* Chair, Visiting Assistant Professor Search Committee, Information Systems Department, Walton  
College of Business, 2010. (search successful)

### **Student Organization**

Student Org Advisor (Professional Org), Hindu Student Council. (2007 - Present).

\* Faculty Advisor, Hindu Student Council, starting 2007; facilitated the creation of this student organization and ongoing activities include mentoring students and providing guidance on the association's activities.

### **University**

Member, University Conflict of Interest Committee. (2018 - Present).

Member, University Distinguished Professor Evaluation Committee. (2018 - Present).

University Judicial Board, University of Arkansas. (2005 - Present).

Mentor of Suresh Malladi, ISYS assistant professor. (formal). (2016 - 2017).

Mentor of Christina Serrano, ISYS assistant professor.(formal). (2015 - 2016).

Mentor of Xiao Ma, ISYS assistant professor.(formal). (2014 - 2015).

University of Arkansas, Fayetteville, (November 2014).

"Using Technology to Make a Difference in Rural India," International Business and Cultural Association, University of Arkansas, Fayetteville, AR, Nov 2014.

Workshop Counselor, National Sun Yat-Sen University. (June 2011).

\* Workshop Counselor, National Sun Yat-Sen University, Kaohsiung, Taiwan, Jun 2011.

### **Professional Service**

Conference-Related, Academy of Management Conference (OCIS Division), Chicago, IL. (August 2018).

Panelist on "The Publishing Game" for Junior Faculty Consortium

Conference-Related, Academy of Management Conference (OCIS Division), Chicago, IL. (August 2018).

Panelist on "Managing Research Grants as Part of Your Portfolio" for Junior Faculty Consortium

Conference-Related, Academy of Management Conference (OCIS Division), Chicago, IL. (August 2018).

Panelist on "The Tenure and Promotion Process: What to Expect" for Junior Faculty Consortium

Conference-Related, Academy of Management Conference (OCIS Division), Chicago, IL. (August 2018).

Keynote for Doctoral Consortium

Conference-Related, Academy of Management Conference (OCIS Division), Chicago, IL. (August 2018).

Keynote for Junior Faculty Consortium

Conference-Related, Academy of Management Conference (OCIS Division), Chicago, IL. (August 2018).

Panelist on "Establishing and Managing a Research Pipeline: Maintaining a Set of Coherent Themes" for Junior Faculty Consortium

Conference-Related, NOVA Information Management School, Lisbon. (July 2018).

Mentor for "Paper Development Workshop"

Conference-Related, ACM SIGMIS Computers and People Research Conf, Niagara Falls, NY. (June

2018).  
Keynote on Pursuing United Nations' Millennium Development Goals in India

Conference-Related, ACM SIGMIS Computers and People Research Conf, Niagara Falls, NY. (June 2018).  
Keynote on Doing Research That Matters: Reflecting on the Past and Charting a Future for ICT4D

Conference-Related, ACM SIGMIS Computers and People Research Conf, Niagara Falls, NY. (June 2018).  
Keynote for Doctoral Consortium

Conference-Related, International Conf on Information Resource Management, Ningbo. (June 2018).  
Keynote on Pursuing United Nations' Sustainable Development Goals: Lessons Learned from a Project in Rural India

Conference-Related, International Conference on Information Resource Management, Ningbo. (June 2018).  
Mentor for "Paper Development Workshop"

Conference-Related, International Conference on Theory and Practice of Electronic Governance, Galway. (April 2018).  
Keynote on Pursuing United Nations' Sustainable Development Goals: Lessons Learned from a Project in Rural India

Conference Panel, International Conference on Information Systems. (December 2016).  
Panelist on "Leveraging Technology for Refugee Integration: How Can We Help?" International Conference on Information Systems, Dublin, Ireland.

Advisory Committee, International Conference on Marketing, Technology and Society at Kozhikode/India. (2016).

Keynote, Midcareer Faculty Consortium, International Conference on Information Systems. (December 2015).  
Keynote, Midcareer Faculty Consortium, International Conference on Information Systems, Fort Worth, TX

Member of Professional Organization, Pacific and Asia Conference on Information Systems. (July 2015).  
Keynote, Doctoral Consortium, Pacific and Asia Conference on Information Systems, Singapore, Jul2015

Conference Panel, Workshop of Special Interest Group on Technology Adoption and Diffusion Research. (December 2014).  
Panelist on "Reflection and Looking Forward: A 25-Year Journey of Technology Adoption and Diffusion Research," Workshop of Special Interest Group on Technology Adoption and Diffusion Research: International Conference on Information Systems, Auckland, New Zealand,

Conference Panel, Conference on Acceptance and Use of Technologies. (October 2014).  
Keynote, "Unified Theory of Acceptance and Use of Technology," Tech-n-Use (Conference on Acceptance and Use of Technologies), Grenoble, France, Oct 2014.

Conference Panel, SIGHCI Workshop. (December 2013).  
Panelist on "What is an HCI Research Agenda for Social Networking Studies" SIGHCI Workshop, International Conference on Information Systems, Milan, Italy,

Conference Panel, SIGHCI Workshop, International Conference on Information Systems. (December 2013).

\* Panelist on “What is an HCI Research Agenda for Social Networking Studies” SIGHCI Workshop, International Conference on Information Systems, Milan, Italy, Dec 2013.

Keynote Speaker, International Conference on Information Systems. (December 2013).

\* Keynote, Junior Faculty Consortium, International Conference on Information Systems, Milan, Italy, Dec 2013.

Keynote, Junior Faculty Consortium, International Conference on Information Systems. (December 2013).

Keynote, Junior Faculty Consortium, International Conference on Information Systems, Milan, Italy, Dec 2013.

Conference Panel, JAIS Theory Development Workshop. (December 2012).

\* Panelist, “Theory Development,” JAIS Theory Development Workshop, Milan, Italy, Dec 2013.

Keynote, Doctoral Consortium, International Conference on Information Systems. (December 2012).

\* Keynote, Doctoral Consortium, International Conference on Information Systems, Orlando, FL, Dec 2012.

Camp Counselor, Doctoral Consortium, Pacific Asia Conference on Information Systems. (July 2012).

\* Camp counselor, Doctoral Consortium, Pacific Asia Conference on Information Systems, Hochiminh City, Vietnam, Jul 2012.

Keynote, Junior Faculty Consortium, International Conference on Information Systems. (December 2011).

\* Keynote, Junior Faculty Consortium, International Conference on Information Systems, Shanghai, China, Dec 2011.

Camp Counselor, Doctoral Consortium, Pacific Asia Conference on Information Systems. (July 2011).

\* Camp counselor, Doctoral Consortium, Pacific Asia Conference on Information Systems, Brisbane, Australia, Jul 2011.

Camp Counselor, Junior Faculty Consortium, International Conference on Information Systems. (December 2010).

\* Camp counselor, Junior Faculty Consortium, International Conference on Information Systems, St. Louis, MO, Dec 2010.

Conference Panel, "What was Learned at ACIS?" Australasian Conference on Information Systems. (December 2010).

\* Panelist on “What was Learned at ACIS?” Australasian Conference on Information Systems, Brisbane, Australia, Dec 2010.

Conference Panel, Expert Panel on Gender, Science and Technology, United Nations Women, UNESCO. (2010).

\* Member, Expert Panel on Gender, Science and Technology, United Nations Women, UNESCO, Paris, 2010

Committee Member, United Nations, "Advancement of Women in Rural India". (September 2010).

\* Expert group member on gender issues and technology, United Nations; also presented on the “Advancement of Women in Rural India,” Paris, France, Sept 2010.

## **Public Service**

Service to villagers in India: Internet kiosks. (2003 - Present).

This is a large-scale project serving the poorest regions of India through the dissemination of information about farming and health to farmers and their families.

## Service Honors and Awards

### Service, Professional

AIS' Technology Legacy Award, Service, Professional, (2016).

Panelist, Hong Kong Research Assessment Exercise, Hong Kong Research Grants Council, Hong Kong, 2014. (evaluating over 150 papers, grant proposals and esteem submissions; attending a 4-day panel session in Hong Kong). Highly visible government panel that evaluated the past five years of research in business and economics in Hong Kong—the evaluations feed into government funding for Hong Kong universities for the next five years., Service, Professional, (2014).

### Other

Venkatesh et al. paper titled “Networks, Technology, and Entrepreneurship: A Field Quasi-Experiment among Women in Rural India” in Academy of Management Journal was recognized as the best paper of the year published in AMJ., (2018).

As of Dec 2017, ranked #2 all-time in terms of number of papers (total: 22) published in MIS Quarterly., (2017).

From 2003-'17 (and also the 15-year period from 2002), he is the most productive in terms of publications in the premier journals in information systems (i.e., Information Systems Research and MIS Quarterly)., (2017).

From 2008-'17 (and various other 10-year periods since 2002), he is the most productive in terms of publications in the premier journals in information systems (i.e., Information Systems Research and MIS Quarterly)., (2017).

From 2013-'17 (and various other 5-year periods since 2002), he is the most productive in terms of publications in the premier journals in information systems (i.e., Information Systems Research and MIS Quarterly)., (2017).

## **Qin Weng**

University of Arkansas

Information Systems

Qualifications: Scholarly Academic

Sufficiency: Participating

Email: QINWENG@uark.edu

### **Education**

PhD, University of Pittsburgh,, 2018.

Emphasis/major: Information Systems,

MS, Virginia Commonwealth University, 2000.

Emphasis/major: Information Systems

Supporting Areas of Emphasis: Information Engineering Track

BA, Beijing Foreign Studies University, 1998.

Emphasis/major: International Business

### **WORK EXPERIENCE**

#### **Professional Positions**

##### **Professional**

Professional, Senior Business Analyst,, TMG Health Inc. (2007 - 2010).

#### **Teaching Experience**

##### **University of Arkansas**

ISYS 4193 - BUSINESS ANALYTICS, 1 term.

ISYS 5103 - DATA ANALYTICS FUNDAMENTALS, 2 terms.

#### **Professional Development**

Conference Attendance, "ICIS 2018," AIS, San Francisco, CA, United States. (December 2018).

Teaching/Learning Workshop, "New Faculty Lunch Discussion: Examples of Video-enhanced Instruction at the University of Arkansas." (November 2018).

Topic of discussion:

Examples of Video-enhanced Instruction at the University of Arkansas

Speakers:

Kathryn Zawisza, Ph.D., Director of Academic Technology and Innovation

Shelly Walters, Associate Director of Instructional Design and Support Services

Tutorial, "CARMA Webcast: Mining Text Data," Davidson College. (November 2018).

CARMA Webcast lecture by Dr. Scott Tondidandel, Davidson College

Topic: Mining Text Data

Time : 11AM - 12PM, Nov 16

Location: WCOB 405

Faculty Fellowship, "Women of Walton Event," The Walton Dean's Office. (October 2018).

Subject: Women of Walton Event

Time: 5pm on Tuesday, October 2nd.

Event Address: 220 E. Lafayette St, Fayetteville, AR

Teaching/Learning Workshop, "New Faculty Lunch Discussion: RazorGrant IRB Overview," TFSC. (October 2018).

Topic of discussion:

RazorGrant IRB Overview

Speakers:

Heather Frankenberger, Assistant Director, Office of Research and Sponsored Programs

Teaching/Learning Workshop, "Promoting Diversity and Inclusion Workshop," Employee Development Program. (October 2018).

Promoting Diversity and Inclusion at the University of Arkansas on October 16, 2018 - 01:30 PM to 04:30 PM at ADMN 428 - Pederson Room.

Faculty Fellowship, "ISYS Department Retreat," ISYS. (September 2018).

Department retreat at Sunrise Stage on College on Sept 14.

Seminar, "Teaching Lunch-n-learn with Chris Shields." (September 2018).

Topic:

The Imhoff Award for Outstanding Mentoring and Teaching was very competitive last year. Professor Shields was selected as the recipient based on innovative and effective teaching techniques and strong mentoring of students. He shared his thoughts on teaching in this presentation.

Time: 11:30 AM ~ 12:30 PM, Sept 21.

Location: Willard J. Walker Hall 427

Teaching/Learning Workshop, "New Faculty Lunch Discussion: Open Educational Resources & You: Implementing OER in Your Courses What you need to know to do it now!," TFSC. (September 2018).

Topic of discussion:

Open Educational Resources & You: Implementing OER in Your Courses What you need to know to do it now!

Speakers:

Elaine Thornton, Open Education & Distance Learning Librarian, U of A Libraries

Scott Wright, Instructional Designer, Global Campus

Lora Lennertz, Data Services Librarian, U of A Libraries

Stephanie Pierce, Head of the Physics Library, U of A Libraries

Faculty Fellowship, "New Faculty Reception," The Dean's Office. (August 2018).

Matt and Susanne Waller are hosting a reception.

Time: 6pm Aug 27

Address: Waller Home

"New Faculty Orientation." (August 2018).

## **RESEARCH**

### **Editorial Activities**

"Scientific Research Publishing", Invited Manuscript Reviewer. (September 29, 2016 - Present).

"HICSS", Invited Manuscript Reviewer. (September 1, 2010 - Present).

"Information & Management", Invited Manuscript Reviewer. (September 1, 2010 - Present).

"Journal of Service Science and Management", Invited Manuscript Reviewer. (September 1, 2010 - Present).

"ICIS 2018 (3 Papers)", Invited Manuscript Reviewer, International. (June 17, 2018).

"AMCIS 2018 (5 papers)", Invited Manuscript Reviewer, International. (April 11, 2018).

"ECIS 2018 (1 Paper)", Invited Manuscript Reviewer, International. (February 9, 2018).

## **Presentations Given**

Weng, Q., Patel, J., Wang, W., ICIS 2018, "Exploring the Formation of IT Identity: A Technology-Value Fit Model," AIS, Paper-a-thon, San Francisco, CA, United States. (December 13, 2018).

## **Publications - Research Related**

### *Journal Article (Published)*

Moody, G. D., Kirsch, L. J., Slaughter, S. A., Dunn, B. K., Weng, Q. "Facilitating the Transformational: An Exploration of Control in Cyberinfrastructure Projects and the Discovery of Field Control". issue2. 2016. 324-346.

### *Book Chapter (Published)*

Kirsch, L. J., Weng, Q. IT Standards. 7 edition. Management Information Systems. issue3rd. 2012.

### *Conference Proceeding (Published)*

Weng, Q., Sharma, N., Butler, B. S. "Just-in-time Knowledge: Knowledge Mobilization in a Public Health Network". 17th Americas Conference on Information Systems, Detroit. August 2011.

## **SERVICE**

### **University Service**

#### **Department**

Member, Data Analytics Team. (August 2018 - Present).

As a member of data analytics team, I participated in the monthly meetings to discuss and brainstorm on teaching and course design. We, as a team, work together to improve the analytics courses so that all related courses are arranged in a systematic and consistent way. We strive to help with students learning experience by including up-to-date teaching materials and state-of-the-art technologies from the industry.

Member, Research Committee. (August 2018 - Present).

#### **Professional Service**

Conference-Related, AMCIS 2018 Mini-track Chair. (November 2017 - August 2018).

Send out call-for-papers. Assemble paper reviewers. Summarize reviews and make recommendations to track chairs.

**Master of Applied Business Analytics**

Appendix D

Course Evaluation

## Demographics

UofA Student Demographics

Your class

Freshman    Sophomore    Junior    Senior    Graduate    Other

Expected grade

A/PASS    B    C    D    F/FAIL

Your college:

College of Education and Health Professions  
College of Engineering  
Dale Bumpers College of Agricultural, Food and Life Sciences  
Fay Jones School of Architecture  
J. William Fulbright College of Arts and Sciences  
Sam M. Walton College of Business  
School of Law  
Graduate School  
UNDECLARED

Course required

Yes    No

**Unviversity Core Course**

Overall, I would rate this course as:

Excellent    Good    Fair    Poor    Very Poor

**University Core Instructor**

Overall, I would rate this instructor as:

Excellent    Good    Fair    Poor    Very Poor

My Instructor is fluent in English

Strongly Agree    Agree    Undecided    Disagree    Strongly Disagree

WCOB College Core: Course Questions

Course Based Questions

When I have a question or comment I know it will be respected.

Strongly Agree    Agree    Undecided    Disagree    Strongly Disagree

WCOB College Core: Instructor Questions

Instructor Based Questions

My instructor displays a clear understanding of course topics.

Strongly Agree    Agree    Undecided    Disagree    Strongly Disagree

My instructor is actively helpful when students have problems.

Strongly Agree    Agree    Undecided    Disagree    Strongly Disagree

My instructor displays enthusiasm when teaching.

Strongly Agree    Agree    Undecided    Disagree    Strongly Disagree

My instructor seems well-prepared for class.

Strongly Agree    Agree    Undecided    Disagree    Strongly Disagree