CYNTHIA MATHIS BEATH

Professor Emerita, Department of Information, Risk and Operations Management
1 University Station, B6500, CBA 5.202
University of Texas at Austin
Austin, TX 78712-0212

Work Phone: 512-471-3322   Fax: 512-471-0587   Email: cbeath@mail.utexas.edu

Home Address: 1500 Golds Road – PO Box 989
                    Wimberley, TX 78676
                    512-847-1894

Birth date: June 28, 1944   Bethesda, Maryland, USA

EDUCATION

Ph. D.		1986, Graduate School of Management, UCLA Computers and Information Systems
	Dissertation:	"Managing the user relationship in Management Information Systems projects: A transaction governance approach"
	Advisor:	Dr. E. Burton Swanson
M.B.A.		1975, Graduate School of Management, UCLA Computers and Information Systems
B.A.		1966, Duke University, Durham, North Carolina Psychology

BOOKS

Maintaining Information Systems in Organizations (with E. Burton Swanson), John Wiley & Sons, Chichester, England, 1989.

Designed for Digital: How to Architect your Business for Sustained Success (with Jeanne W. Ross and Martin Mocker), MIT Press, 2019.

PUBLICATIONS IN REFEREED ACADEMIC JOURNALS

"Competitive information systems in support of pricing" (with Blake Ives), *Management Information Systems Quarterly*, Vol. 10, No. 1, March 1986, 85-96.

"The use of case study data in software management research" (with E. Burton Swanson), *The Journal of Systems and Software*, Vol. 8, 1988, 63-71.

"Reconstructing the Systems Development Organization" (with E. Burton Swanson), *Management Information Systems Quarterly,* Vol. 13, No. 3, September 1989, 293-307.

"Organizational Foundations for Maintenance" (with E. Burton Swanson), *Journal of Software Maintenance*, Vol. 1, No. 1, 1989, 47-58.

"Supporting the Information Technology Champion," *Management Information Systems Quarterly*, Vol. 15, No. 3, September 1991, 355-374. Reprinted as Chapter 4.5 in The *Management of Information Systems*, 2nd ed., P. Gray, W. R. King, E. McLean and H. Watson (eds.), Dryden Press, Chicago, 1994, 300-321, and also in *Information Management: The Organizational Dimension*, M J. Earl, ed., Oxford University Press, Oxford, England, 1996, 347-358.

"Information Delivery Systems in the 1990's: The Local INtegrated Knowledge Network (LINKNET)" (with Detmar W. Straub), *Data Base*, Vol. 21, No. 1, Spring 1990, 30-40. This paper was also published, in abbreviated form, as an invited paper, "The Integrated Information Center Concept," *Journal of the American Society for Information Science*, Vol. 42, No. 2, March 1991, 128-131.

"Hierarchical Elements in Software Contracts" (with Soon Ang), *Journal of Organizational Computing*, Vol. 3, No. 3, 1993, 329-361.

"The Contradictory Structure of Systems Development Methodologies: Deconstructing the IS-User Relationship in *Information Engineering*" (with Wanda Orlikowski), *Information Systems Research*, Vol. 5, No. 4, September, 1994, 350-377. Reprinted in *Postmodern Management Theory*, Marta Calas and Linda Smircich (eds.), Dartmouth, Aldershot, England, 1977.

"The Information Technology Interaction Model: A Model for the MBA Core Course," (with Mark S. Silver and M. Lynne Markus), *MIS Quarterly*, Vol. 19, No. 3, September, 1995, 361-390.

"The Enactments and Consequences of Token, Shared and Compliant Participation in Information Systems Development" (with Laurie J. Kirsch), *Accounting, Management and Information Technologies*, 6:4, 1996, 221-254.

"Challenges Encountered During the Implementation of the Integrated Information Center at the University of Minnesota," (with G. D'Elia, J. Branin and N. Rhode), *Journal of the American Society for Information Science*, Vol. 48, No. 5, May, 1997, 438-441.

"The Untapped Potential of IT Chargeback" (with J. W. Ross and M. R. Vitale), *Management Information Systems Quarterly* (23:2), June 1999, 215-237.

"An Analysis of Production Line versus the Case Manager Approach to Information Intensive Service," (with U. Apte and C.-H. Goh), *Decision Sciences*, Vol. 30, No. 4, Fall, 1999, 1105-1129.

"Managing Client Dialogs During Information Systems Design to Facilitate Client Learning," (with Ann Majchrzak, Ricardo Lim and Wynne Chin), *MIS Quarterly,* Vol. 29, No. 4, December 2005, 653-672.

"Information Technology Workforce Skills: Does Size Matter?" (with J. C. Simon, K. M. Kaiser, T. Goles and K. Gallagher), *Information Systems Management*, Vol. 24, No. 4, 2007, 345-360.

"The Requisite Variety of Skills for IT Professionals" (with K.P. Gallagher, K.M. Kaiser, J.C. Simon, and T. Goles), *Communications of the ACM* (53:6), June 1, 2009, 144-148.

"The Information Technology Workforce: A Comparison of Critical Skills of Client and Service Providers," (with S. Hawk, K.M. Kaiser, T. Goles, C. Bullen, J.C. Simon, K.P. Gallagher, K. Frampton) *Information Systems Management*, Vol. 29, No. 1, 2012.

"Enterprise Cognitive Computing Applications: Opportunities and Challenges," (with M. Tarafdar and J.W. Ross) *IEEE IT Professional,* Vol. 19, No. 4, August, 2017, 21-27.

"Editorial Board Diversity at the Basket of Eight Journals: A Report to the College of Senior Scholars," (with Y. Chan, R. M. Davison, A.R. Dennis and J. Recker, *Communications of the AIS*, Vol. 48, 2021, 236-247.

"COVID-19 and Caregiving IS Researchers: In the same storm, but not in the same boat" (with Wietske van Osch) *Communications of the AIS*, Vol. 49, 572-586, 2021.

CASES, EXECUTIVE BRIEFINGS and ARTICLES FOR PRACTITIONERS

"User Roles and Responsibilities," *Journal of Information Systems Management*, Vol. 5, No. 4, Fall 1988, 54-61.

"Departmentalization in Software Development and Maintenance" (with E. Burton Swanson), *Communications of the ACM*, Vol. 33, No. 6, June 1990, 658-667.

"Developing Long-term Competitiveness through Information Technology Assets" (with Jeanne W. Ross and Dale L. Goodhue), *Sloan Management Review*, Fall, 1996, 31-42.

"Strategic Levers to Enable E-Business Transformation" (with Jeanne Ross, M. Jepson and V. Sambamurthy) Research Summary No. 310, May 2000, Center for Information Systems Research, Sloan School, MIT.

"Strategic IT Investment" (with Jeanne W. Ross, MIT), MIT Sloan CISR Research Briefing, Vol 1, No 2A, Sept 2001.

"Synchronizing IT Management Practices for Business Value" (with Jeanne Ross, MIT, and Mani Subramani, U. Minnesota), MIT Sloan CISR Research Briefing Vol II, No. 2C, July 2002.

"Beyond the Business Case: New Approaches to IT Investment" (with Jeanne W. Ross, MIT), *Sloan Management Review*, Vol. 43, No 2, Winter 2002, 51-59.

"Sustainable Value from Outsourcing: Finding the Sweet Spot" (with Jeanne Ross), MIT Sloan CISR Research Briefing Vol. V, No. 1A, March 2005.

"Delivering on the Vendor's Value Proposition: Business Process Outsourcing at eFunds," (with Jeanne Ross, MIT), Case Study number 354, May 2005, Center for Information Systems Research, MIT.

"The Federated Broker Model at The Dow Chemical Company: Blending World Class Internal and External Capabilities" (with Jeanne Ross), Case Study number 355, July 2005, Center for Information Systems Research, MIT.

"Sustainable Value from Outsourcing" (with Jeanne Ross, MIT), *CIO Magazine*, October 1, 2005.

"The Sweet Spot of Outsourcing" (with Jeanne Ross, MIT), *CIO Magazine*, November 15, 2005.

"Success and Failure in Outsourcing" (with Jeanne Ross, MIT), *CIO Magazine*, February 1, 2006.

"The Hidden Benefits of IT Chargeback" (with Jeanne Ross, MIT), MIT Sloan CISR Research Briefing Vol. VI, No. 1B, March 2006.

"Enabling Agility: People, Process and Technology" (with Jeanne Ross, MIT), MIT Sloan CISR Research Briefing Vol. VI, No. 1C, March 2006.

"The Information Technology Workforce: Trends and Implications 2005-2008," (with P. Zweig, K. Kaiser and others), SIM International White Paper, March 6, 2006. Available at: http://www.simnet.org/Content/NavigationMenu/Programs/Advocacy_and_Communities/SIM_IT_Skills_2005-2008_Research/SIM_IT_Skills_2005-2008_Research.htm

"JM Family Enterprises, Inc.: Selectively Outsourcing IT for Increased Business Value," (with Jeanne Ross, MIT), Case Study number 358, April 2006, Center for Information Systems Research, MIT.

"The Information Technology Workforce: Trends and Implications, 2005-2008" (with Phil Zweig, Kate Kaiser, Christine Bullen, Kevin Gallagher, Tim Goles, Joy Howland, Judy Simon and others), *MISQ Executive*, Vol. 5, No. 2, June 2006, 47-54.

"IT Workforce Trends: Implications for MIS Programs," (with Thomas Abraham, Christine Bullen, Kevin Gallagher, Tim Goles, Kate Kaiser and Judith Simon), *Communications of the AIS*, Vol 17, Article 50, July 2006.

"Sustainable IT Outsourcing Success: Let Enterprise Architecture Be Your Guide" (with Jeanne Ross, MIT), *MIS Quarterly Executive*, Vol. 5, No. 4, Dec 2006, 181-192.

"Grooming the 2010 CIO" (with Ritu Agarwal, U. Maryland) A report for the Society of Information Management Advanced Practices Council, January 2007. Summarized in, "The Coming CIO Shortage," *CIO Insight*, March 2007, 48-53.

"Building Business Agility at Southwest Airlines" (with Jeanne Ross, MIT), Case Study number 369, May 2007, Center for Information Systems Research, MIT.

"Chevron: Outsourcing Commodity Processes in a Commodity Business" (with Jeanne Ross, MIT), Case Study number 371, June 2007, Center for Information Systems Research, MIT.

"Architecting Agility: How IT Creates Opportunities for Profitable Growth" (with Jeanne Ross and Donna Pittieri, MIT), MIT Sloan CISR Research Briefing Vol. VII, No. 2A, July 2007.

"Agility and Risk Management at Pacific Life: Optimizing Business Unit Autonomy" (with Jeanne Ross, MIT), Case Study number 372, December 2007, Center for Information Systems Research, MIT.

"Information and Transformation at Swiss Re: Maximizing Economic Value" (with Jeanne Ross, MIT), MIT CISR Case Study number 373, December 2007, Center for Information Systems Research, MIT.

"Campbell Soup Company: Harmonizing Processes and Empowering Workers" (with Jeanne Ross, MIT). MIT CISR Case Study number 374, June 2008.

"Campbell Soup Company: Governance of a Business Transformation" (with Jeanne Ross, MIT). CISR Briefing volume 8, number 2c, July 2008.

"Regulation of 'Journal Self-Referencing': The Substantive Role of the AIS Code of Research Conduct" (with Robert Davison, HKUST, and Roger Clarke, Xamax.com), *Communications of the AIS*, 25:11, July 2009.

"The IT Organization of the Future: Driving Business Change" (with Jeanne Ross, MIT; Stephanie Woerner, MIT; Stuart Scantlebury; BCG), MIT CISR Research Briefing Vol IX, No 12, December 2009. Reprinted in MS Deimler, R Lesser, D Rhodes and J Sinha (Eds.) *Own the Future: 50 Game-Changing Moves for Business Leaders from The Boston Consulting Group,* Wiley, 2013

"PepsiAmericas: Building an Information Savvy Company" (with Jeanne Ross, MIT). MIT CISR Case Study number 378, February 2010.

"Driving Value from the Data Deluge: Lessons from PepsiAmericas" (with Jeanne Ross, MIT, and Ken Johnson, PepsiCo), MIT CISR Research Briefing, Vol X, No 3, March 18, 2010.

"The IT Unit of the Future: New Approaches to Run and Build" (with Jeanne Ross, MIT, and Batu Oncul, MIT) MIT CISR Research Briefing, Vol X, No 12, December 16, 2010.

"USAA: Organizing for Innovation and Superior Customer Service" (with Jeanne Ross, MIT) MIT CISR Case Study, No.382, December 28, 2010.

"Maturity Still Matters: Why a Digitized Platform is Essential to Business Success (with Jeanne Ross, MIT) MIT CISR Research Briefing, Vol XI, No 2, February 17, 2011.

"Leveraging Unstructured Data to Capture Business Value" (with Anne Quaadgras, MIT) MIT CISR Research Briefing, Vol XI, No 4, April 21, 2011.

"The IT Unit of the Future: Creating Strategic Value from IT" (with Jeanne Ross and Anne Quaadgras, MIT) MIT CISR Research Briefing, October 20, 2011.

"Working Smarter: The Digital Economy is All About Your People" (with Jeanne Ross, MIT), MIT CISR Research Briefing, February 2012.

"Building a Culture of Evidence-based Management at Foxtel" (with Peter Reynolds and Jeanne Ross, MIT), MIT CISR Research Briefing, June 2012.

"Finding Value in the Information Explosion" (with Jeanne Ross, MIT, Irma Becerra-Fernandez, FIU, & James Short, UCSD), *Sloan Management Review,* Summer 2012, 17-20.

"How Business Rules Define Your Business Strategy" (with Jeanne Ross and Anne Quaadras, MIT) MIT CISR Research Briefing, December 2012.

"comScore, Inc: Making Analytics Count" (with B. H. Wixom and J.W. Ross, MIT) MIT CISR Case Study, CISR WP No 392, November 2013.

"You May Not Need Big Data After All" (with Jeanne Ross and Anne Quaadras, MIT), *Harvard Business Review*, December 2013, 90-98.

"Capturing Value from Big Data at comScore through Platform, People and Perception" (with B. H. Wixom, J. W. Ross and C.A. Miller, MIT) MIT CISR Research Briefing, Vol XIII, No 11, November 2013.

"Demand Shaping: The IT Unit's New Passion" (with Jeanne Ross, MIT), MIT CISR Research Briefing, January 2014.

"Fidelity Investments: Investing in IT for Greater Strategic Impact" (with Anne Quaadras and Jeanne Ross, MIT), MIT CISR Working Paper No. 395, March 2014.

"Winning the Data Race" (with Barbara Wixom), MIT CISR Research Briefing, March 2014.

"The IT Unit of the Future: Novel Approaches to Delivering Value to the Enterprise" (with Barbara Wixom, Karthic Kodgi and Jeanne Ross, MIT), MIT CISR Working Paper No. 397, October 2014.

"Demand Shaping: Changing the Conversation about IT" (with Barbara Wixom and Jeanne Ross, MIT), MIT CISR Research Briefing, Vol XIV, No 10, October 2014.

"Let's Start Treating Data as a Strategic Asset" (with Barbara Wixom, MIT), MIT CISR Research Briefing, Vol XV, No 9, September 2015.

"Designing Digital Organizations" (with J. Ross, I. Sebastian, S. Scantlebury, M. Mocker, N. Fonstad, M. Kagan, K. Moloney, S.G. Krusell, The Technology Advantage Practice of BCG), MIT CISR Working Paper, No. 406. March 10, 2016.

"How to Create a Great Digital Strategy" (with Jeanne Ross and Ina Sebastian, MIT), MIT CISR Research Briefing, Vol XVI, No 3, March 2016.

"USAA: Defining a Digital Experience" (with Jeanne Ross), MIT CISR Working Paper, No. 410, April 22, 2016.

"The Principal: Benefitting from a Service Oriented Architecture," (with K. Moloney and J. Ross), MIT CISR Working Paper, No. 413, April 25, 2016.

"Digital Design: It's a Journey" (with Jeanne Ross and Ina Sebastian, MIT), MIT CISR Research Briefing, Vol XVI, No 4, April 2016.

"Designing and Executing Digital Strategies," (with J. Ross, I. Sebastian, M. Mocker, K. Moloney, and N. Fonstad) MIT CISR Working Paper, No. 414, June 10, 2016.

"Five Things You Should Know About Cognitive Computing" (with Jeanne Ross, MIT, and Monideepa Tarafdar, Lancaster U.) MIT CISR Research Briefing, Vol. XVI, No. 12, December, 2016.

"Designing Digital Organizations -- Summary of Survey Findings," (with J. W. Ross, I. M. Sebastian, Lipsa Jha, at MIT, and The Technology Advantage Practice of the Boston Consulting Group), MIT CISR Working Paper, No. 415, February 2017.

"BNY Mellon: Redesigning IT for Digital Transformation," (with J. W. Ross and I. M. Sebastian), MIT CISR Working Paper, No. 416, April 2017.

"Schneider Electric: Connectivity Inspires a Digital Transformation," (with J. W. Ross and K. Moloney, MIT), MIT CISR Working Paper, No. 417, May 2017.

"The Next IT Transformation: From Delivering Projects to Managing Living Assets," (with J. W. Ross and I. M. Sebastian), MIT CISR Research Briefing, Vol. XVII, No. 5, May 2017.

"The Hill-Rom Transformation Journey: From Selling Hospital Beds to Protecting Patients," (with K. Moloney and J. W. Ross, MIT), MIT CISR Working Paper, No. 422, September 2017.

"Digitized ≠ Digital," (with J. W. Ross and I. M. Sebastian, MIT) MIT CISR Research Briefing, Vol. XVII, No. 10, October 2017.

"Northwestern Mutual's Digital Transformation: Redesigning IT" (with Ina M. Sebastian and Jeanne W. Ross, MIT), MIT CISR Working Paper No. 423, October 2017.

"How Big Old Companies Navigate Digital Transformation," (with I. M. Sebastian, J. W. Ross, M. Mocker, K. Moloney and N. O. Fonstad, all at MIT), *MIS Quarterly Executive*, September 2017 (16:3), pp. 197-213.

"How to Develop a Great Digital Strategy" (with Jeanne Ross and Ina Sebastian, MIT), *Sloan Management Review,* Winter 2017, (28:2), pp 7-9.

"Five Building Blocks of Digital Transformation" (with Jeanne W. Ross and Martin Mocker), MIT CISR Research Briefing, Vol. XVIII, No. 6, June 2017.

"OneBankAssure: Customer Intimacy Through Machine Learning" (with Monideepa Tarafdar, Lancaster U. and Jeanne W. Ross, MIT), MIT CISR Working Paper No. 427, March 2018.

"Wipro Limited: Developing a Cognitive DNA" (with Monideepa Tarafdar, Lancaster U.), MIT CISR Working Paper No. 429, April 2018.

"Rethink Your Approach to Digital Strategy" (with Jeanne W. Ross, MIT, and Martin Mocker, MIT), MIT Sloan CISR Research Briefing, Vol. XVIII, No. 10, October 2018.

"The First Year of Digital Transformation at Principal International Chile" (with Martin Mocker, MIT), MIT CISR Working Paper No. 432, December 2018.

"How Companies Use Digital Technologies to Enhance Customer Offerings -- Summary of Survey Findings" (with Martin Mocker and Jeanne W. Ross, MIT), MIT CISR Working Paper No. 434, February 2019.

"Pharmco: Becoming a Data Science-Driven Company" (with Jeanne W. Ross and Kate Moloney, MIT), MIT CISR Working Paper No. 435, February 2019.

"Using AI to Enhance Business Operations" (with Monideepa Tarafdar, Lancaster U. and Jeanne W. Ross, MIT), *Sloan Management Review*, 60:4, Summer 2019.

"Creating Digital Offerings Customers Will Buy" (With Jeanne W. Ross, MIT and Martin Mocker, MIT), *Sloan Management Review*, 61:1, Fall 2019.

"Digital Success Requires Breaking Old Rules" (With Jeanne W. Ross, MIT, and Martin Mocker, MIT), MIT Sloan CISR Research Briefing, Vol XIX, No. 10, October 2019.

"The Digital Operating Model: Building a Componentized Organization (With Jeanne W. Ross, MIT, and R. Ryan Nelson, UVA), MIT Sloan CISR Research Briefing, Vol XX, No. 6, June 2020.

"Redesigning CarMax to Delivery an Omni-Channel Customer Experience" (With Jeanne W. Ross, MIT, and R. Ryan Nelson, UVA), MIT CISR Working Paper No. 442, June 2020.

"Explanation: A New Enterprise Data Monetization Capability for AI" (with Barbara H. Wixom, MIT, Ida A. Someh, UQ, and Angela Zutavern, AlixPartners), MIT CISR Working Paper No. 443, July 2020.

"Why You -- Yes You -- Need Enterprise Architecture (with Jeanne W. Ross, MIT), *Sloan Management Review*, Aug 24, 2020.

"GE's Environment, Heath, and Safety Team Creates Value Using Machine Learning" (with Barbara H. Wixom, MIT and Ida A. Someh, UQ), MIT CISR Working Paper No. 448, November 2020.

"Equipping and Empowering the Future-Ready Workforce" (with Kristine Dery and Stephanie Woerner, MIT) MIT CISR Research Briefing, Vol XX, No 12, December 2020.

"Data is Everybody's Business" (with Barbara H. Wixom and Leslie Owens, MIT) MIT CISR Research Briefing, Vol XXI, No 4, April 2021.

"Pega: Driving Customer Engagement using AI-enabled Decision Making" (With Barbara H. Wixom, MIT), MIT CISR Working Paper No 449, June 2021.

"Mars' Recipe for Creating Value One Hundred Times Faster" (with Nick van der Meulen, MIT), MIT CISR Working Paper No 450, July 2021.

"Decision Rights for Organizational Acceleration" (with Nick van der Meulen, MIT), MIT CISR Research Briefing, Vol XXI, No 7, July 2021.

INVITED PAPERS and BOOK CHAPTERS

Four short articles summarizing the results of a two year research project funded by the Council of Library Resources, for the *Journal of the American Society for Information Science*, Vol. 42, No. 2, March 1991.
    a. "Department Level Information Resource Management: A Theoretical Argument for a Decentralized Approach" (with D. W. Straub), 124-127.
    b. see above, "The Integrated Information Center Concept" (with D. W. Straub), 128-131.
    c. "A Model Academic Integrated Information Center" (with C. Adams, R. Bolan, J. Branin, G. D'Elia, N. F. Rohde, and D. W. Straub), 143-146.
    d. "Issues Relating to the Implementation and Management of an IIC" (with C. Adams, R. Bolan, J. Branin, G. D'Elia, N. F. Rohde, and D. W. Straub), 147-151.

"Mid Career Women: Cynthia Mathis Beath," in *Scaling the Ivory Tower: Career Decisions of Women in Business School Faculties*, Dianne Cyr and Blaize Horner Reich (eds.), Greenwood Publishing, Westport, CT, 1996.

"Report of the Ad Hoc Committee on Member Misconduct to the AIS Council," (with J.F. George, R. Davison, Je. Heals, and M. Munro), *Communications of the AIS* Vol 11 (2003), pp. 54-78.

"A Framework for Studying the Process of Implementing Web-Based Learning Systems" (with Ann Majchrzak), Chapter 5 in in *Web-Based Learning*, Harold F. O'Neil and Ray S. Perez (Eds.), Lawrence Erlbaum Associates, Mahwah, NJ, 2006, pp. 71-86.

"Technology Service IORs: An Agenda for Information Technology Service Sourcing Research" (with Pamsy Hui & Nils Fonstad), in Cropper, S., Ebers, M., Huxham, C., & Ring, P. S. (Eds.), *The Oxford Handbook of Inter-Organizational Relations*. Oxford University Press, Oxford, 2007.

"ICIS 2011 Panel Report: Thirty Years and Counting: Do We Still Need the ICIS Women's Breakfast?" (with E. Loiacono, C. Urquhart, A. Craig, J. Thatcher, D. Vogel and I. Zigurs), *Communications of the AIS*, Vol 33 (2013) Article 7.

PAPERS IN THE PROCEEDINGS OF THE INTERNATIONAL CONFERENCE ON INFORMATION SYSTEMS

"Strategies for managing MIS projects: A transaction cost approach," *Proceedings of the Fourth International Conference on Information Systems*, Houston, TX, December 1983, 133-147.

"The demographics of software maintenance management" (with E. Burton Swanson), *Proceedings of the Seventh International Conference on Information Systems*, San Diego, CA, December 15-17, 1986, 313-326.

"Linking information technology and corporate strategy: an organizational view" (with Michael Vitale and Blake Ives), *Proceedings of the Seventh International Conference on Information Systems*, San Diego, CA, December 15-17, 1986, 265-276. Also published as Chapter 2, "Identifying Strategic Information Systems: Finding a Process or Building an Organization?" *Information Technology and Management Strategy*, K.C. Laudon and J. Turner, Eds, Prentice Hall, Englewood Cliffs, NJ, 1989, 34-49.

"Managing the user relationship in information systems development projects: A transaction governance approach," *Proceedings of the Eighth International Conference on Information Systems*, Pittsburgh, PA, 1987, 415-427.

"Designing and Executing Digital Strategies" with I. M. Sebastian, J. W. Ross, M. Mocker, K. Moloney and N. O. Fonstad, all at MIT), *Proceedings of the Thirty Seventh International Conference on Information Systems*, Dublin, Ireland, 2016.

"OneBankAssure: Customer Intimacy Through Machine Learning" (with Monideepa Tarafdar, Lancaster U. and Jeanne W. Ross, MIT), *Proceedings of the Thirty-ninth International Conference on Information Systems*, San Francisco, USA, 2018.

"Wipro Limited: Developing a Cognitive DNA" (with Monideepa Tarafdar, Lancaster U.), *Proceedings of the Thirty-ninth International Conference on Information Systems*, San Francisco, USA, 2018.

PAPERS IN OTHER CONFERENCE PROCEEDINGS

"The Information Technology Champion: Aiding and Abetting, Care and Feeding" (with Blake Ives), *Proceedings of the Twenty First Annual Hawaii International Conference on System Sciences*, Vol. IV, Kailua-Kona, Hawaii, January 5-8, 1988, 115-123. Reprinted as Chapter 4.7 in *The Management of Information Systems*, 1st ed., P. Gray, W. R. King, E. McLean and H. Watson (eds.), Dryden Press, Chicago, 1989, 338-354.

"Managing Information Resources at the Department Level: An Agency Perspective," (with D. W. Straub), *Proceedings of the Twenty Second Annual Hawaii International Conference on System Sciences*, Kailua-Kona, Hawaii, January 4-6, 1989, 151-159. Also published, in abbreviated form, as an invited paper, "Department Level Information Resource Management: A Theoretical Argument for a Decentralized Approach," *Journal of the American Society for Information Science*, Vol. 42, No. 2, March 1991, 124-127.

"Reinventing the IS Organization: Information Resource Management in Leading-Edge US Firms," (with Jeanne Ross and Dale Goodhue), *Proceedings of the 1993 Pan Pacific Conference on Information Systems*, Kaohsiung, Taiwan, ROC, May 1993, 193-199.

"Outsourcing of Application Software: A Knowledge Management Perspective," (with Gordon Walker) *Proceedings of the Thirty First Annual Hawaii International Conference on System Sciences*, Vol. VI, January, 1998, 666-674.

RESEARCH AND OTHER PRESENTATIONS TO ACADEMIC AUDIENCES

Fourth ICIS Conference, "Strategies for managing MIS projects: A transaction cost approach" (see also "Papers in ICIS Proceedings"), Dec. 15-17, 1983

Sixth ICIS Conference, "Competitive information systems in support of pricing" (see also "Papers in ICIS Proceedings"), Dec. 16-18, 1985

Seventh ICIS Conference, "The demographics of software maintenance management" and "Linking information technology and corporate strategy: an organizational view" (see also "Papers in ICIS Proceedings"), Dec. 15-17, 1986.

TIMS/ORSA New Orleans 1987, "The task difference in information systems development and maintenance," May 3-6, 1987.

Eighth ICIS Conference, "Managing the User Relationship in Information Systems Development Projects: A Transaction Governance Approach" (see also "Papers in ICIS Proceedings") December 6-9, 1987.

HICSS-21, "The Information Technology Champion: Aiding and Abetting, Care and Feeding," January 6-8, 1988.

TIMS/ORSA Washington, D.C. 1988, "Some Problems in Generalizing from Information Systems Research," April 25-27, 1988.

Conference on Information Technologies, Perspectives, Organizational and Cultural Impacts, "The Information Technology Champion: Some Preliminary Findings," Sainte-Foy, Quebec, Canada, Sept. 21-23, 1988.

Ninth ICIS Conference, Panel on "Debates on the Value of Agency Theory to Research in Management Information Systems," December 1-3, 1988.

HICSS-22, "Managing Information Resources at the Department Level: An Agency Perspective," January 4-6, 1989.

University of Texas, Austin, "Managing Information Resources at the Department Level: An Agency Perspective," February 15, 1989.

University of California, Irvine, Graduate School of Management, "Department Level Computing: Some Preliminary Findings," November 21, 1989.

First Workshop on Information Systems and Economics, Boston, MA: "Department Level Computing: An Organizational Economics Perspective," December 3, 1989.

University of Twente, The Netherlands, Workshop on New Business Structures Attainable through Information and Communications Technologies, "Barriers to Change: A Contrarian View," December 11-12, 1989.

University of California, Los Angeles, Anderson Graduate School of Management, Information Systems Colloquium, "Department Level Computing: An Agency Perspective," March 22, 1990.

Third Meeting of the Diffusion Interest Group in Information Technology, Dallas, TX, Panelist, "Promising Theoretical Bases for Studying Information Technology Assimilation," December 12, 1992.

Fourth Workshop on Information Systems and Economics, Dallas, TX, "Hierarchical Elements in Software Development Contracts: A Coding Dictionary," December 13, 1992.

Eighth Annual Texas Conference on Organizations, "Bypassing the Information Services Unit: An Agency Theory Perspective," Lago Vista, Texas, April 2-4, 1993.

University of Texas, Austin, "Seven Proposals for Improving the Generalizability of Information Systems Research," April 5, 1993.

Pan Pacific Conference on Information Systems, Kaohsiung, Taiwan, ROC, "Reinventing the IS Organization: Information Resource Management in Leading-Edge US Firms" (see also "Papers in Other Conference Proceedings"), May 1993.

Academy of Management Annual Meeting, Atlanta, GA, Paper presentation, ""Is Information Technology Different? A Critical Analysis of the Concept of Technology in the Organizational and Information Systems Literature," August, 1993.

Fourteenth ICIS Conference, Orlando, FL, Research in progress presentation: "Reinventing the IS Organization: New Practices for Managing Information Technology," December 1993.

Fifteenth ICIS Conference, Vancouver, BC, Canada, Research in progress presentation: "Partnering for Business Value: The Shared Management of the IT Infrastructure," December 1994.

MIT Sloan School, Research colloquium presentation, "The Institutional Economics of Software Sourcing," May 10. 1995. Cambridge, MA.

Academy of Management Annual Meeting, Cincinnati, OH, Panel Chair, "The Social Consequences of the World Wide Web," August 1996.

Seventeenth ICIS Conference, Cleveland, OH, Panel Chair, "Electronic Commerce in 2006," December, 1996.

New York University, Stern School, research seminar, "Application Software Sourcing: Governance for Learning," February 10, 1997.

University of Pittsburgh, Center for Research on Contracts and the Structure of the Enterprise, Panelist, "Designing and Managing the Outsourcing Relation," April 15, 1997.

Eastern Academy of Management, Dublin, Ireland, Panelist, "Electronic Commerce: Fad or Fashion?" June 16, 1997.

5th European Conference on Information Systems, Cork, Ireland, Panelist, "Electronic Commerce: Pushing Technology or Simply Good Business?" June 20, 1997.

INFORMS National Conference, Dallas, Texas, paper presentation, "An Architecture for Information Intensive Services: The Case Manager Approach," October 10, 1997.

Eighteenth ICIS Conference, Atlanta, GA, Panelist, "Service Level Agreements at Texas Instruments: Theory Meets Practice," December 15, 1997.

UCLA, Anderson Graduate School of Management, research seminar, "Outsourcing for Application Software: A Knowledge Management Perspective," March 12, 1998.

University of Texas at Austin, research seminar, "Realizing Competitive Advantage from Information Technology Assets: A Resource Based View," November 13, 1998.

SIM Academic Workshop, Helsinki, Finland, paper presentation, "A Knowledge Management Perspective on Application Software Outsourcing," December 12, 1998.

University of Texas at Austin, research seminar, "The Untapped Potential of IT Chargeback," February 12, 1999.

University of Southern California, research seminar, "The Untapped Potential of IT Chargeback," February 16, 1999.

Kilpisjarvi Information Systems Seminars, sponsored by the University of Helsinki, Finland paper presentation, "The IS/Client Relationship: What We Know and What We Don't Know," April 20, 1999.

Kristiansand International Workshop on Information Systems Research, paper presentation, "Needed Reforms in Systems Development Research," August 15, 1999.

Kristiansand International Workshop on Information Systems Research, paper presentation, "What Occurs During Participation? A Process Model of User/Analyst Interaction", August 16, 1999.

University of Oklahoma, Workshop on Redefining the Organizational Roles of Information Technology in the Information Age, "Beyond User Participation: A Model of Learning and Negotiation During Systems Development," May 18-19, 2000.

UCLA, Workshop on Information Systems Research and Development, Keynote Address, "Peer to Peer", April 20-22, 2001.

Academy of Management Annual Meeting, Washington, DC, Paper Presentation, "The Information Technology Sourcing Process: A Framework for Research," August, 2001.

University of Minnesota, Research Seminar "The IT Sourcing Process: A Framework for Research," November 2, 2001.

University of Houston, Research Seminar, "The IT Sourcing Process: A Framework for Research," November 9, 2001.

Case Western Reserve University Research Seminar, "The IT Sourcing Process: A Framework for Research," March 22, 2002.

UCLA Research Seminar, "The IT Sourcing Process: A Framework for Research," April 18, 2002.

Nanyang University, Singapore, Research Seminar, "The IT Sourcing Process: A Framework for Research," May 13, 2002.

Nanyang University, Singapore, Research Seminar, "Publishing in the IS Disciplines," May 16, 2002.

Nanyang University, Singapore, Research Seminar, "Web Services: The Next Wave in IT Sourcing, May 22, 2002.
University of Maryland Research Seminar, "The IT Sourcing Process: A Framework for Research," April 11, 2003.
Twenty Fourth ICIS Conference, Seattle, WA, Panelist, "Managing IT for Strategic Agility: Rethinking Conceptual Models, Architecture, Development and Governance," December 10, 2003.
Academy of Management Annual Meeting, New Orleans, LA, Symposium Paper Presentation, ""IT Outsourcing: Selecting Appropriate Boundaries," August 9, 2004.
Pepperdine University, Research Seminar, "Why I Accepted These Articles for MISQ Executive: Publishing Research for Practitioner Journals," June 15, 2004.
University of Oklahoma, Research Seminar, "Which IT Services Should be Outsourced?" February 25, 2005.
INFORMS, "Avoiding Pitfalls When Outsourcing Commodity IT Services Globally," November 7, 2006.
Case Western Reserve University, "Doing Academic Research that Influences Practice," January 15, 2013.
University of Houston, "Doing Academic Research that Influences Practice," October 30, 2015.
Thirty Seventh International Conference on Information Systems, "Designing and Executing Digital Strategies," Dublin, Ireland, 2016.
Thirty Ninth International Conference on Information Systems, "OneBankAssure: Customer Intimacy Through Machine Learning," San Francisco, USA, 2018.
Thirty Ninth International Conference on Information Systems, "Wipro Limited: Developing a Cognitive DNA." San Francisco, USA, 2018.
Nanyang Technological University, "Demystifying Scholarly-Practitioner Journals: Crafting Strategies for Translating Research for Practitioners," June 18, 2018.
Nanyang Technological University, "Getting Grant$," June 20, 2018.
Pepperdine University, "Publishing Scholarly Research in Practitioner Outlets," October 8, 2019.
Association for Information Systems Research Exchange, "New Directions at MISQ, with Andrew Burton-Jones," November 17, 2020. https://aisel.aisnet.org/research_exchange/2/

GRANTS

Grants Awarded
Project WOKSAPE grant for "The Knowledgeable Interview Support System," $30,000, with Dave Naumann, 1987.
Council of Library Resources grant for "The Planning and Development of a Model Academic Integrated Information Center," $117,000, with George D'Elia and others, 1987-88.
National Science Foundation grant from the Decision Risk and Management Sciences Program, for "Department Level Computing: An Organizational Economics Perspective," $12,000 (University of Minnesota overhead waived), 1989.
US Department of Education grant for "Implementation and Evaluation of an Integrated Information Center in an Academic Environment," $500,000, with George D'Elia and others, 1991-93.
Society of Information Management International, Advanced Practices Council, "Reinventing the IS Organization: New Practices in Managing Information Technology," $50,000, with Dale Goodhue and Jeanne Ross, 1992-1994.
Council for International Exchange of Scholars, for a Fulbright Scholar Award for "Lecturing and Research in Management Information Systems," Thammasat University, Bangkok, 1993.
Southern Methodist University Research Council Grant, "Strategic Sourcing for Computer Software," $3900, 1994.
National Science Foundation, from the Decision Risk and Management Sciences Program, for "The Institutional Economics of Software Sourcing," $179,000 with Gordon Walker, 1995-1997.
IBM, a Faculty Award for a research project, "Web Services: The Next Wave in IT Sourcing," $20,000, 2002.
Society of Information Management International, Advanced Practices Council, "Grooming the 2010 CIO" $40,000, with Ritu Agarwal, 2006.

Other Grants Submitted
National Science Foundation, for a grant from the Special Initiative on Coordination Theory and Technology, $304,110, with Margrethe Olson, Jon Turner and Claudio Ciborra, 1988.
Society of Information Management International, Advanced Practices Council, "Reengineering Information Technology Structure and Skills," $41,650, with Blake Ives, Uday Apte and John Stevenson, 1992.

National Science Foundation, "Future Titans or Defectors? Women Leaders of Dot-com Firms," $746, 715, with Sirkka Jarvenpaa and Minette Drumwright, 2000.

WORK EXPERIENCE

8/04 – present	The University of Texas, Austin, PROFESSOR EMERITA
7/99 – 8/04	The University of Texas, Austin, PROFESSOR
10/94-3/95	Thammasat University, Bangkok, Thailand, FULBRIGHT SCHOLAR
8/92 - 6/99	Southern Methodist University, ASSOCIATE PROFESSOR
9/86 - 6/92	University of Minnesota, Minneapolis, ASSISTANT PROFESSOR
7/89 - 7/91	University of California, Los Angeles, VISITING ASSISTANT PROFESSOR
3/82 - 10/85	University of California, Los Angeles, RESEARCH ASSISTANT
9/77 - 1/79	Coopers and Lybrand, MANAGEMENT CONSULTANT
1/76 - 6/77	Atlantic Richfield, Products Division, SENIOR ANALYST
4/69 - 6/75	Bechtel Corporation, SYSTEMS ANALYST and PROJECT MANAGER
2/68 - 3/69	Far West Research, MARKET RESEARCH ANALYST
6/66 - 12/67	Procter and Gamble, MARKET RESEARCH SUPERVISOR

TEACHING

At the University of Minnesota, 1986-1989, 1991
    For MBA students:
        Systems Analysis and Design (5x), Management of Information Technology (1x),
        Advanced Information Systems Administration (Project Management) (5x)
    For Executive MBA students:
        Managing Information Resources (1x)
    For Ph.D. students:
        Systems Analysis and Design (1x), Advanced Systems Administration (1x)

At UCLA, 1990-1991, For MBA students:
        Information Systems Applications (4x), Information Systems Core Course (4x)
        Capstone Field Study for MBAs (1x)

At Southern Methodist University, 1992-1994, 1995-1998
    For Undergraduate Students:
        Information Systems in Organizations (5x), Systems Analysis and Design (2x)
    For MBA students:
        Management of Information Technology (6x), Analysis of Information Sys. (2x),
        Global Business Environments (2x)
    For Executive MBA students:
        Management of Information Technology (2x)

At Thammasat University, Thailand, 1994-1995,
    For Undergraduate Students:
        Information Systems in Organizations (1x)

At the University of Texas at Austin, 1999-2003
    For Undergraduate Students
        Strategic Information Technology (1x)
    For MBA Students:
        Information Systems Strategy and Services (8x)
        Information Technology Management (MBA Core Course) (3x)
    For PhD Students:
        Seminar in Information Systems Management (4x)

Supervised Teaching in Business Administration (1x)

Executive Seminars

Diebold Research, New York, NY, "Managing application development projects," May 20, 1987.

University of Southern California, Center for Telecommunications Management, Los Angeles, CA, "Information Technology Changes the Way You Compete," October 28, 1988.

University of California, Los Angeles, Executive Education Program, "The Information Technology Champion," April 25, 1989.

Thammasat University, Bangkok, Thailand, Executive Education Program, "Organizations and Information Systems, October 19, 1994.

Theseus Institute, Sophia Antipolis, France, MBA program, "Reengineering," January 20-23, 1996.

Theseus Institute, Sophia Antipolis, France, MBA program, "The Business Value of Information Technology," January 30-February 5, 1997.

ESAN, Lima, Peru, a module course for MBA students, "The Business Value of Information Technology," July 12-16, 1999

Research Presentations for Practitioner Audiences

Conference on Software Maintenance, Panelist: "Targets for Effective Software Maintenance Research," Nov 11-13, 1985, Washington, DC.

National Computer Conference, Panelist: "Information and computer systems: A shift to the strategic perspective," June 18, 1986, Las Vegas, NV.

Management Information Systems Research Center Workshop: "Organizing for software maintenance," February 5, 1987, Minneapolis, MN,

Oxford Institute of Information Management PA Conference, "The Information Technology Champion: Some Preliminary Findings," September 29, 1988, Oxford, England.

Management Information Systems Research Center Workshop: "The Information Technology Champion," October 14, 1988, Minneapolis, MN.

Operations Management Center Workshop, "The Information Technology Champion," January 25, 1989, Minneapolis, MN.

Society for Information Management, "The Information Technology Champion," August, 1990, Milwaukee, WI.

Management Information Systems Research Center Workshop: "Department Level Computing," October 26, 1989, Minneapolis, MN.

Society for Information Management, "Repositioning the IS Workforce: A Panel Discussion," August 3, 1992, Dallas, TX.

Wattachak Essential Seminar on Reengineering and Human Resource Management in Thailand, "Reengineering," October 14, 1994, Bangkok, Thailand.

University College Dublin, "Managing IT Assets for Business Value," Dec. 20, 1995.

University College Dublin, "Outsourcing Application Software," June 13, 1997.

Maguire Oil and Gas Institute, Seminar on Information Technology , "Valuing Information Technology," March 26, 1998.

Dresser Industries, Information Conference, "Valuing Information Technology," April 20, 1998.

Association of American Medical Colleges, Keynote Address, "The CEO-CIO Partnership: Trusting or Tenuous?" St. Louis, MO, Sept. 12, 1998.

CISR, MIT, "Workshop on E-Business Transformations," June 13, 2000

Zeus Development Corp, Interactive Texas Conference, "E-Business Strategy Development for a Large, Established Corporation," Aug 29, 2000.

Society for Information Management, SIMposium 2005, "Advocacy IT Workforce Research," September, 2005.

Center for Global Business Studies, St. Mary's University, 2005 Outsourcing Conference, "Why Outsourcing Commodity Services Doesn't Always Work," October 7, 2005.

Society for Information Management, Advanced Practices Council, "Addressing the Impending Leadership Crisis for CIOs," January 17, 2006

Society for Information Management, SIMposium 2006, "IT Workforce Trends Research Update," September 19, 2006.

University of Houston, Information Systems Research Center, "IT Workforce Trends," September 21, 2006.
Society for Information Management, Advanced Practices Council, "Grooming the Next Generation of CIOs," October 4, 2006.
IRM UK, Enterprise Architecture and Business Process Management Conference Europe 2019, "Architecting Your Business for Digital Success," October 21, 2019.
Copenhagen Business School, "Designed for Digital: How to Architect Your Business for Sustained Success," Oct 24, 2019.
MIT Industrial Liaison Program, "The Digital Challenge: How to Transform Your Business in the Midst of a Crisis," April 27, 2020.
Pega, "Designing for Change: Digital Transformation in the Time of Uncertainty," May 15, 2020.
MIT Sloan School, Center for Information Systems Research, "Conversations with CISR: *Designed for Digital* Book Talk," June 16, 2020.
Heath Care Service Corporation, "Designed for Digital," June 23, 2021.

DOCTORAL STUDENT SUPERVISION

At the University of Minnesota
Jim Brancheau, "The Diffusion of Information Technology: Testing and Extending Innovation Diffusion Theory in the Context of End-User Computing," 1987, Consultant, Boulder CO.
Soon Ang, "The Etiology of Information System Outsourcing," 1993, Goh Tjoei Kok Chair Professor and Head, Division of Strategy, Management and Organization, Nanyang Technological University, Singapore.

At the University of Texas at Austin
Larry Seligman, "Shared Values as an Antecedent to Perceived Usefulness in a Value-Critical Context," 2001
Brad Crisp, "Uncertainty and Virtual Team Performance: To Trust or Control?" 2002
Sharon Dunn, "Do Losers Matter? A Behavioral Look at the Impact of Control and Competition on Satisfaction with an Online Buying Experience," 2002
Pamsy Hui, "Not all Startups are Created Equal: How Organizational Knowledge Affects the Survival Chance of Internet Startups," 2003
Ranjan Dutta, "Temporal Separation of Payments and Consumption in Online Payment Systems and Their Impact on Firm Strategies," 2005
Daniel Lee, "Profiles of IT Payoff Success: An IT Capabilities and Business Environments Perspective," 2006.
Geng Yang, "A Test of the Habit Hypothesis in Online Community Participation," 2008.
Deepa Mani, "Essays on the Organization and Value of Outsourcing," 2008.
Jeff Moretz, "The Janus of Firm Design: The Impact of Information on Firm Boundaries and Structure," 2010.
Youngsuk Kim, "When More is Less: Understanding How to Leverage Expertise Diversity Manifested in an Electronic Advice Network," 2011.
Kui Du, "Digitized Process Platform and Firms' Architectural Readiness for Accommodating New Acquisitions: Evidence from the U.S. Hospital Industry," 2013.
Shannon Provost, "Collaboration Dynamics in Virtual Innovation Teams: A Longitudinal Social Network Analysis," 2016.

At the University of Southern California
Ricardo Lim, "Collaborative Learning, Cognitive Complexity and Cognitive Convergence in Information Systems Development Teams," 2002.

At the University of Texas at Dallas
Yi-Ching Kao, "Productivity of Information Technology in Public Accounting Services," 2002.

At Nanyang Technological University (External Examiner)
Christine Koh, "The Duality of Contractual Relations in IT Outsourcing: Essays on Psychological Contracting and Value Creation," 2005.

At The University of New South Wales (External Examiner)

Peter Reynolds, "The Alignment of Business and IT Strategy in Multi-Business Organisations," 2010.

PROFESSIONAL ACTIVITIES

Editorial Advisory Board
  Information Systems Journal, 2017-present.

Senior Editor
  Journal of the Association of Information Systems (JAIS), Senior Editor for Research Perspectives, 2010-2015.
  MIS Quarterly, 1998-2002, Emeritus, 2002-2006.
  MIS Quarterly Executive, 2001-2009
  Information Systems Research, 2002-2005, Emeritus 2005-2006

Associate Editor
  Information Systems Research, 1993-2002
       1993 -- Reviewer of the Year
  MIS Quarterly, 1994-1997.
  Management Science, 2001- 2008.

Review Board
  Organization Science, 1996 – 2004.

Refereeing
  International Conference on Information Systems; Academy of Management, Organizational Communication and Information Systems Division & Technology and Innovation Division; International Federation of Information Processing Conferences; National Science Foundation; *Computing Surveys; Communications of the ACM; Data Base; Decision Support Systems; European Journal of Operations Research; Journal of Management; Journal of Organizational Computing; Information Systems Research; Management Science; MIS Quarterly; MIS Quarterly Executive; Organization Science; Sloan Management Review; Organizations, Information and Society; Accounting, Management and Information Technology; CU Hong Kong Grants Council; Harvard Business School Press; Journal of the AIS, Communications of the AIS, Information Systems Journal*

Professional Association Memberships
  Association for Computing Machinery
  The Academy of Management
  INFORMS
  The Association for Information Systems
  The Society for Information Management, International

Professional Society Committees
  International Conference on Information Systems,
       Program Co-Chair, 1995, 2011
       Member of the Program Committee or AE, 1988-1994, 2001, 2003-2010, 2012-2016
       Program Committee, Panels and Debates Track Co-chair, 2000, 2002
       Track Chair, 2017
       Vice-Chair of Program Committee, 1991.
       Executive Committee, 1990-1996, 2010-2012
       Selection Committee for Doctoral Consortium, 1989, 1996, 2001.
       Doctoral Consortium Faculty, 1996, 2001.
       Workshop for Junior Faculty, 2001, 2004
  Americas Conference on Information Systems
       Honorary Co-Chair, 2010
       AMCIS Executive Committee, 2009-2011
  M.I.S. Camp (Junior Faculty Workshop at the Academy of Management),
       Camp Director, 1989-1990,
  M.I.S. Camp (Junior Faculty Workshop), Association of Information Systems

Director, 1995, 2002
Computer Supported Cooperative Work Conference
    Planning Committee and Registration Chair, 1990.
IFIP TC8 Working Conference on Collaborative Work, Social Communications and
    Information Systems, Helsinki, 27-29 August 1990 -- Program Committee
TexIS Doctoral Consortium, University of Texas at San Antonio, March 1993.
Academy of Management, Organizational Communication and Information Systems Division
    Past Division Chair, 2004-2005
    Division Chair, 2003-2004
    Division Chair Elect, Executive Committee, 2002-2003
    Program Chair, Executive Committee, 2001-2002
    Strategic Planning Committee, Internet Services, 2000-2001
    Facilitator, OCIS/TIM Doctoral Consortium, 2001.
    Program Chair Elect, Executive Committee, 2000-2001
    Member at Large, Executive Committee, 1993-1997.
    Director, MIS Camp (Junior Faculty Workshop), 1994, 2003
    Counselor, MIS Camp (Junior Faculty Workshop) 1991-1993.
    Facilitator, Workshop for Mid-Career Faculty, 1997.
AIS Women's Network
    Advisory Board member 2016-present
    Women's Breakfast organizer or facilitator 1986-1998, Breakfast Speaker, 2007.
IFIP TC 8.2
    Program Committee Member, Working Conference with TC 8.6, 1998
    Program Committee Member, Working Conference, 2000
Association of Information Systems
    Vice President Meetings and Conferences, 2012-2015.
    Vice President Publications, 2002-2003
    Council Member from the Americas 2000-2002
    Officer Nominating Committee, 1999
    Various Council Committees -- 2015-2018.
    Committee to Assess Editorial Board Diversity for the Basket of Eight Journals, 2019-2020.
Big XII Conference
    Doctoral Consortium, 2005
AIS College of Senior Scholars
    Committee Chair, Diversity at Basket of Eight Journals, 2020-2021.

Conference Activities: Session Chair, Discussant or Panels about the Field
    TIMS/ORSA, Washington, D.C. 1988: Session Chair for "Curious Naturalists in Computingland," April 25-27,
        1988.
    Tenth ICIS Conference: Panel on "MIS: Academic Discipline or Temporary Phenomenon?" December 4-6,
        1989.
    Eleventh ICIS Conference, Copenhagen, Denmark: Discussant for paper session, December 16-19, 1990.
    International Federation of Information Processing WG 8.2 Working Conference, Minnesota, MN: Discussant
        for paper session, June 14-17, 1992.
    Academy of Management Annual Meeting, Las Vegas, NV: Discussant for paper session, August 9-11, 1992.
    Thirteenth ICIS Conference, Dallas, TX: Session chair, December 13-16, 1992.
    Academy of Management Annual Meeting, Las Vegas, NV: Caucus leader, "Information Systems Development
        and Maintenance," August, 1993.
    Fourteenth ICIS Conference, Orlando, FL: Panel member, "Doing Research that is Useful for Practice,"
        December 1993.
    First Association for Information Systems Americas Conference, Pittsburgh, PA, Panel Chair, "The Tenure
        Process, August 27, 1995.
    Eighteenth ICIS Conference, Atlanta, GA: Panel Chair for Doctoral Consortium, "Finding and Getting a Job,"
        December, 1997.
    International Federation for Information Processing, Working Groups 8.2 and 8.6 Working Conference,
        Helsinki, Finland: Research Paper Session Chair, December 10-13, 1998.

Nineteenth ICIS Conference, Helsinki, Finland: Member of Invited Panel: "Web-based Education: Revolution or Fad?" December 13-16, 1998

KPMG Foundation's PhD Project: "Strategies for Effective Research: Manuscript Preparation for Journals and the Journal Submission Process," August 12, 1999.

Twentieth ICIS Conference, Charlotte, NC. Panel Chair, "Getting Grant$." December 12-15, 1999.

Academy of Management Annual Meeting, Toronto, CA: Symposium Chair, "The Strategic Consequences of Information Technology Management," August 3, 2000.

SIM Academic Workshop, Brisbane, Australia, Panelist, "MISQ Executive -- Publishing Academic Research for Practitioners," December 9, 2000.

Twenty First ICIS Conference, Brisbane, Australia, Session Chair, "Information Technology and Corporate Governance," December 10-13, 2000.

Academy of Management Annual Meeting, New Orleans, LA, Discussant, "Firm Resource Investments in Information Technology," August 9, 2004.

Gordon B. Davis Symposium, Minneapolis, MN, Panelist, "Confronting the Challenges and Realizing the Opportunities," May 13, 2005.

Gordon B. Davis Symposium, Minneapolis, MN, Panelist, "Publishing Research in Information Systems" May 14, 2005.

Academy of Management Annual Meeting, Honolulu, HI, Discussant, "Technology Adoption: The Firm Level," August 8, 2005.

Americas Conference on Information Systems, Omaha, NE, Tutorial Participant, "Research for Practice: Publishing Academic Research for Managerial Readers," August 12, 2005

Americas Conference on Information Systems, Omaha, NE, Panel Chair, "Becoming a Great Reviewer for IS Journals," August 13, 2005

Americas Conference on Information Systems, Omaha, NE, Panel Participant, "JAIS Theory Workshop," August 12, 2005.

SCHOOL AND UNIVERSITY SERVICE

For the University of Minnesota
Senior Faculty Search Committee, Hubert H. Humphrey Institute of Public Affairs, 1987.

For SMU
Women's Studies Council, 1993-1999.
Council of General Education, Information Technology Subcommittee, 1996-97, 98-99.
Dedman College Division II, Advisory Committee for Promotion to Assoc. Prof., 1998-2001.
Year 2000 Assessment Committee, 1998-1999

For the Cox School at SMU
Planning Committee, 1992-1996, 1997-1998.
MBA Policy Committee, 1992-1994, 1998.
Undergraduate Policy Committee, 1995-1998.
Total Quality Management Squad, 1992-1993.
MIS Department Chair, 1995-1998.
Dean Search Committee, 1996-1997.
MIS Chair Search Committee, 1997-1998.

For the University of Texas at Austin
IS Recruiting Committee, Co-chair, 1999-2001; Chair 2001-2002.
MSB Teaching Awards Committee, 2001.
Assistant Graduate Advisor, IS program, 2001-2002.

For Other Academic Institutions
University of California at Irvine, External Review Committee, Public Policy Research Organization, October, 1991.
Nanyang University, Singapore, IMARC Advisory Board, 1998-2009. External Examiner, 2001-2003.

Carnegie Mellon University, David A. Tepper School of Business Advisory Board, 2004-2006
Bentley College, External Review of proposed PhD Program for the State of Massachusetts Board of Higher Education, 2005.

COMMUNITY SERVICE AND CONSULTING

Community Service
Founding member, Women In Business, Los Angeles, CA; Board of Directors, 1976-1977
Advisory Board, EarthWays, 1985-1991, 2018-present
Katalysis Foundation, 1990
Organizacion de Desarrollo Empresarial Femenino, Honduras, 1990-1992
Belize Enterprise for Sustained Technology, Belize, 1990.
Executive Council, Society of Information Management, Int'l, Dallas Chapter, 1996-1999
Executive Council, Society of Information Management, Int'l, Austin Chapter, 2011-2014

Consulting
The Hopi Tribe, KyKotsmoui, AZ, 1985.
Nolan, Norton and Company, 1985.
Diebold Research, 1987
International Multifoods, 1987.
Minneapolis Counties Computer Cooperative, 1987.
Atlantic Richfield Petroleum Products Company, 1987-90.
CIGNA, 1988.
Society of Information Management International, Total Quality Working Group, 1991-1992.
Beta Rubicon, 1999-2003
Pepperdine University, 2004
Case Western Reserve University 2013
University of Houston, 2015
Nanyang University, 1999 - present
Center for Information Systems Research, Sloan School, MIT - 2009 - present.
Health Care Service Corporation, 2021

AWARDS AND HONORS
Beta Gamma Sigma (Business Honor Society), 1974
IBM Fellowship in Information Systems 1983-1984
Nolan, Norton and Co. Research Fellowship, 1985
ICIT 1986 Dissertation Competition, Honorable Mention
Association for Library and Information Science Education, winner of Research Paper Competition for 1990, with George D'Elia, Carl Adams, Detmar Straub and Nancy Rohde.
Association for Library and Information Science Education, winner of Research Paper Competition for 1995, with George D'Elia, Joe Branin, Carl Adams, Dale Goodhue, Nancy Herther, Diane Lending, Russell Littlefield, Douglas Lund, Nancy Rohde, Thomas Shaughnessy and Detmar Straub.
SMU Cox School Distinguished Teaching Award, BBA Program, 1997-1998.
SMU Cox School Sartain Award (for faculty mentoring), 1999.
AIS Fellow, 2006
AIS Sandra Slaughter Service Award, 2015.
AIS LEO (lifetime achievement award), 2020.
AIS Women's Network Mentoring Award, 2020.

OTHER INFORMATION
I am married to an artist, J. Denny McCoy. We have one adult child.
I speak Spanish fluently, as well as some French and Italian.
I have traveled extensively in North and South America, Europe, Africa, Asia, and the South Pacific.

Updated 1/13/2022