

Vallabh Sambamurthy

Eli Broad Professor of Information Technology

Eli Broad College of Business

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I. GENERAL INFORMATION

Education

Doctor of Philosophy, Carlson School of Management, University of Minnesota
Management Information Systems, June, 1989

Dissertation: Supporting Group Performance during Stakeholder Analysis: A
Comparison of Two Alternative Computer-Based Designs.

Post Graduate Diploma in Management (MBA), Indian Institute of Management,
Calcutta, India, April, 1983.

Bachelor of Engineering (Honors), National Institute of Technology, Tiruchirapalli,
India, Mechanical Engineering, May, 1981

Employment

Eli Broad College of Business, Michigan State University, Eli Broad Professor of
Information Technology, 2002 - present

Eli Broad College of Business, Michigan State University, Executive Director, Center for
Leadership of the Digital Enterprise (www.bus.msu.edu/clode), 2004-2009.

The Robert H. Smith School of Business, The University of Maryland, Associate
Professor, 1999-2002.

College of Business, The Florida State University, Associate Professor, 1995-1998

College of Business, The Florida State University, Assistant Professor, 1989-1995.

Volta, Inc., Regional Sales Manager, Southern India Operations, Bangalore, India, 1984-
1985.

Volta, Inc., Product Marketing, Corporate Office, Mumbai, India, 1983-1984.

II. APPOINTMENTS, HONORS, AND RECOGNITIONS

Visiting Faculty and Other Appointments

Bocconi University, Milan, Italy, Visiting Professor, June 2009

National Sun-Yat Sen University, Visiting Professor, May 2009

City University of Hong Kong, Visiting Professor, July 2008

National Sun-Yat Sen University, Visiting Professor, June 2008

National Taiwan University, Visiting Professor, June 2007

City University of Hong Kong, Visiting Professor, June 2006

National Chengchi University, Visiting Professor, Taiwan, May 2006

National University of Singapore, Visiting Professor, June-July, 2002

Honors and Awards

Fellow, Association of Information Systems, 2009

Distinguished Alumnus Award, National Institute of Technology, Tiruchirapalli, 2009.

Visiting Professor and Bazzone Chair, Lally School of Management and Technology, RPI, June 2009.

Excellence in Research Award, Accounting and Information Systems, Eli Broad College of Business, Michigan State University, 2004.

Eli Broad Professor of Information Technology, June 2002 to present

University Teaching Award, Florida State University, 1998.

Outstanding Reviewer Award, *Management Science*, 1996.

Second prize in the 1996 SIM National Competition for describing innovations in organization design and use of IT.

Teaching Incentive Program Award, Florida State University, 1995.

Doctoral Dissertation Fellowship, Carlson School of Management, University of Minnesota, 1988-89.

SIM Doctoral Fellow, Participant in the Doctoral Students' Consortium at the Eighth Annual International Conference on Information Systems, Pittsburgh, PA, December, 1987.

IBM Fellowship, University of Minnesota, 1986-87.

Graduate School Tuition Scholarship Award, University of Minnesota, 1986.

Dunlop (India) Merit Prize, Indian Institute of Management, Calcutta, 1982.

In the News - Press Citations

- CIO, June 1, 2001 (<http://www.cio.com/archive/031501/patchwork.html>).
- Next Stop: Centralization, CIO, September 15, 2001 (<http://www.cio.com/archive/091501/centralization.html>).

III. GRANTS AND FUNDS

- Financial Executives Research Foundation, **Information Technology Management: Critical Success Factors**, (with R.W. Zmud), \$65,574, May 1990 to December, 1991.

- Financial Executives Research Foundation, **Development of a Managerial Assessment Tool for Information Technology Management**, (with R.W. Zmud), \$44,982, January, 1993 to June, 1994.
- Financial Executives Research Foundation, **Business Justification of Investments in Infrastructure Technologies**, (with R.W. Zmud), \$80,950, January, 1993 to December, 1994.
- Advanced Practices Council, SIM International, **Portfolios of IT Coordination Mechanisms for Managing Strategic Intraorganizational Relationships** (with Carol V. Brown), \$10,700, January, 1995 to June, 1995.
- Advanced Practices Council, SIM International, **Portfolios of IT Coordination Mechanisms for Facilitating Organizational Transformations** (with Carol V. Brown), \$39,100, June 1995 to June 1996.
- Advanced Practices Council, SIM International, **Balancing Autonomy and Coordination: Internet Strategies of Established Firms** (with Barbara J. Bashein, Carol V. Brown, and M. Lynne Markus), \$40,000, August, 1997 to January, 1998.
- Advanced Practices Council, SIM International, **Organizational Logic for the IT Function: Realizing Business Value through Client Relationships, Sourcing Networks, and Expertise Leverage** (with Ritu Agarwal), \$50,000, January, 1999-May, 2000.
- National Science Foundation, **Scalable E-business Supply Chain Infrastructures: Models and Analysis** (with Mike Ball, Louiqa Raschid, and Sandor Boyson), \$950,000, 1999-2002.
- Advanced Practices Council, SIM International, **Unleashing IT-enabled Value Nets: Relational and Governance Architectures** (with R. Agarwal and A. Rai), \$50,000, September 2001 - January, 2003.
- Advanced Practices Council, SIM International, **Strategic Agility: A CIO's Manifesto** (with Anandhi Bharadwaj), \$25,000, May, 2004 - January, 2005.
- Michigan State University, Office of Research, **Center for Leadership of the Digital Enterprise** (with Dave Closs, Roger Calantone, Cheri Speier, and Brian Pentland), \$1.5 million (renewable in \$300,000 increments each year), August, 2004-July, 2009.
- Advanced Practices Council, SIM International, **How do CIOs and Top Managers use Metrics to Manage their Firm's IT Activities?** (with Saby Mitra and George Westerman), \$50,000, January - December, 2009.

IV. OUTREACH AND CORPORATE PARTNERSHIPS

- Executive Director, Center for Leadership of the Digital Enterprise, 2004-2009.
 - Established a corporate partnership board with membership drawn from global corporations with significant annual dues and corporate grants
 - Established research priorities through the corporate partnerships and managed ongoing relationships

Executive Education and Consulting Experience

November, 2009 to Present	<u>Program Director, Patni/ISB Academic Alliance.</u> Assess, design, and implement educational materials for managerial competency development
January, 2007 to Present	<u>Academic Board, Accenture Management Development Academy (India).</u> Assess, design, and implement educational materials for managerial competency development.
December, 2007	Academic Director, Chrysler Leadership Development Program
October, 2007	Broad Executive Leadership Forum, Michigan State University
October, 2006	Broad Executive Leadership Forum, Michigan State University
November, 2005	Advanced Management Program, Indian School of Business
January – May, 2005	Consultant, Reorganizing the IS Organization, Astra-Zeneca
October, 2005	Broad Executive Leadership Forum, Michigan State University
May, 2005	Advanced Management Program, Indian School of Business
September, 2004	Broad Executive Leadership Forum, Michigan State University
November, 2004	Advanced Management Program, Indian School of Business
July, 2004	Program Leader, Customized Executive Education, Mahindra British Telecom, Indian School of Business
January – May, 2004	Consultant, Reorganizing the IS Organization, Astra-Zeneca
June, 2003	Strategic Leadership in the Info-Tech Era, Indian School of Business
March, 2002	Developing and Exploiting Information Based Strategy: The Future of Competition in the Securities Industry, Wharton Executive Education – Securities Industry Institute

June, 2001	Program Director, Valuation and Management of E-business strategies, University of Maryland/AMS eBusiness Certificate Program.
January -June, 2000	Consultant, Reorganizing the IS Organization, Freddie Mac
May, 1999	Consultant, Developing Value Metrics for IT Investments, General Dynamics

V. RESEARCH

Refereed Publications

1. Nan Hu, Ling Liu, and Vallabh Sambamurthy, Fraud Detection in Online Consumer Reviews, **Decision Support Systems**, in press.
2. S. Vickery, C. Droge, P. Setia, and V. Sambamurthy, Supply chain information technologies and organizational initiatives: Complementary versus independent effects on agility and firm performance, **International Journal of Production Research**, in press.
3. B. Rajagopalan, D. Hillison, V. Sambamurthy, and R. Calantone, Diffusion of Information and Communication Technologies: A Takeoff Analysis, **International Journal of Business Information Systems**, in press.
4. A. Rai, V. Sambamurthy, and R. Agarwal, How should CIO's Enable the Governance of their Enterprise's Value Nets?, **MIS Quarterly Executive**, December, 2008.
5. DeSanctis, G., M.S. Poole, I. Zigurs, V. Sambamurthy, and others, The Minnesota GDSS Research Project: Group Support Systems, Group Processes, and Outcomes, **Journal of the Association for Information Systems**, Volume 9, Issue 10/11, 2008: pp. 551-608.
6. P. Setia, V. Sambamurthy, and D. Closs, Realizing Business Value of Agile IT Applications: Antecedents in the Supply Chain Networks, **Information Technology and Management**, Volume 9, 2008: 5-19.
7. Durmusoglu, Serdar S., Roger J. Calantone, V. Sambamurthy, Is More Information Technology Better for New Product Development?, **Journal of Product and Brand Management**, 15(7), 2006, 435-441.
8. D. Smaltz, R. Agarwal, and V. Sambamurthy, The Antecedents of CIO Role Effectiveness in Organizations: An Empirical Study in the Healthcare Sector, **IEEE Transactions on Engineering Management**, May 2006.
9. S. Faraj and V. Sambamurthy, Leadership in Software Development Teams, **IEEE Transactions on Engineering Management**, May 2006.

10. R. Garud, A. Kumaraswamy, and V. Sambamurthy, Emergent by Design: Infosys Technologies Limited, **Organization Science**, Volume 17, Number 2, March-April, 2006: 277-286.
11. E. Overby, A. Bharadwaj, and V. Sambamurthy, Enterprise Agility and the Enabling Role of Information Technology, **European Journal of Information Systems**, April 2006, Volume 15 (2): 120-131.
12. W. Lewis, R. Agarwal, and V. Sambamurthy, Spheres of Influence and Cognitive Interpretations of Information Technology: An Empirical Study of Knowledge Workers, **MIS Quarterly**, Volume 27, Number 4, December, 2003.
13. V. Sambamurthy, A. Bharadwaj, and V. Grover, Shaping Firm Agility through Digital Options: Reconceptualizing the Role of IT in Contemporary Firms, **MIS Quarterly**, Volume 27, Number 2, June, 2003: 237-263.
14. D. Chatterjee, C. Pacini, and V. Sambamurthy, Shareholder Wealth Effects of IT Infrastructure Investments, **Journal of Management Information Systems**, Fall 2002, Vol.19, No. 2, pp. 7-43.
15. D. Chatterjee, R. Grewal, and V. Sambamurthy, Shaping up for E-commerce: Institutional Enablers of Web Assimilation in Firms, **MIS Quarterly**, Volume 26 (2), June, 2002: 65-89.
16. R. Agarwal and V. Sambamurthy, Principles and Models for Organizing the IT Function, **MIS Quarterly Executive**, Volume 1 (1), March 2002: 1-16.
17. L.J. Kirsch, V. Sambamurthy, D. Ko, and R.L. Purvis, Controlling Information Systems Projects: The View From The Client, **Management Science**, Volume 48, Number 4, April 2002: 484-498.
18. R.L. Purvis, V. Sambamurthy, and R.W. Zmud, The Assimilation of Knowledge Platforms in Organizations: An Empirical Study, **Organization Science**, Volume 12 (2), March-April, 2001: 117-135.
19. R. Agarwal, V. Sambamurthy, and R. Stair, The Evolving Relationship between General and Specific Computer Self-Efficacy: An Empirical Assessment, **Information Systems Research**, December 2000: pp. 418-430.
20. D. Chatterjee, T. Kayworth, and V. Sambamurthy, Theoretical Justifications for IT Infrastructure Investments, **Information Resources Management Journal**, 14(3), July-September, 2000: 5-14.
21. T. Kayworth and V. Sambamurthy, Facilitating Localized Exploitation and Globalized Integration in the Use of IT Infrastructures: The Role of IT Infrastructure Standards, **The Database for Advances in Information Systems**, 31 (4), Fall, 2000: 54-77.

22. V. Sambamurthy and R.W. Zmud, The Organizing Logic of IT Activities in the Digital Era: A Prognosis of Practice and a Call for Research, **Information Systems Research**, June, 2000: pp. 105-114.
23. V. Sambamurthy and L.J. Kirsch, An Integrative Framework of the Information Systems Development Process, **Decision Sciences**, Spring, 2000: pp. 391-412.
24. R.L. Purvis, V. Sambamurthy, and R.W. Zmud, The Antecedents Of Knowledge Embeddedness In CASE Technologies In Organizations, **IEEE Transactions on Engineering Management**, May, 2000: pp. 245-257 (runner-up, Best Published Paper Award, 2000).
25. B.T. Lamont, V. Sambamurthy, K.M. Ellis, and P.G. Simmonds, The Influence Of Organizational Structure On The Information Received By Corporate Strategists Of Multinational Enterprises, **Management International Review**, Volume 40, Number 3, 2000: pp. 231-252.
26. C.P. Armstrong and V. Sambamurthy, Information Technology Assimilation In Firms: The Influence Of Senior Leadership And IT Infrastructures, **Information Systems Research**, 10(4), December 1999: 304-327.
27. D. Chatterjee and V. Sambamurthy, Business Implications of Web Technology: An Insight into Usage of the World Wide Web by U.S. Companies, **Electronic Markets - International Journal of Electronic Commerce & Business Media**, (9:1&2), Spring 1999: 126-131.
28. V. Sambamurthy and R.W. Zmud, Factors Influencing Information Technology Management Architectures in Organizations: A Theory of Multiple Contingencies, **MIS Quarterly**, 23(2), June 1999: 261-290.
29. Purvis, R.L., Santiago, J., and Sambamurthy, V., An Analysis Of Excluded IS Processes in the Capability Maturity Model and Their Potential Impact, **Journal of End User Computing**, Volume 10 (1), Winter, 1998: 20-29.
30. Clark, C., Cavanaugh, N., Brown, C.V., and Sambamurthy, V., Building Change-Readiness Capabilities In The IS Organization: Insights From The Bell Atlantic Experience, **MIS Quarterly**, 21(4), December, 1997: 425-455.
31. Purvis, R.L., and Sambamurthy, V., An Examination Of Designer And User Perceptions Of JAD And The Traditional Design Methodologies, **Information and Management**, 32, 1997: 123-135.
32. Purvis, R.L., and Sambamurthy, V., Factors Influencing The Gap Between User-Designer Perceptions Of The Systems Analysis Process, **Journal of Information Technology Management**, Volume 8, Numbers 3&4, 1997: 21-32.

33. Whitfield, J. M., Lamont, B. P., and Sambamurthy, V., The Effects of Organizational Design on Media Richness in Multinational Enterprises, **Management Communication Quarterly**, Volume 10, Number 2, 1996: 209-226.
34. Byrd, T.A., Sambamurthy, V., and Zmud, R.W., An Examination of IT Planning in a Large, Diversified Public Organization, **Decision Sciences**, Volume 26, Number 1, January/February, 1995: 49-73.
35. Sambamurthy, V. and Chin, W., The Effects of Group Attitudes Toward GDSS Designs on the Decision-making Performance of Computer-supported Groups, **Decision Sciences**, Volume 25, Number 2, March/April 1994: 215-242.
36. Sambamurthy, V., Zmud, R.W., and Byrd, T.A., The Comprehensiveness of IT Planning Processes: A Contingency Approach, **Journal of Information Technology Management**, Volume V, Number 1, 1994: 1-10.
37. Sambamurthy, V., Poole, M.S., and Kelly, J., The Effects of Variations in GDSS Capabilities on Decision-making Processes in Groups, **Small Group Research**, Vol. 24 (4), November 1993: 523-546.
38. Sambamurthy, V., Venkataraman, S., and DeSanctis, G., The Design of Information Technology Planning Systems for Varying Organizational Contexts, **European Journal of Information Systems**, Vol. 2, No. 1, 1993: 23-35.
39. Sambamurthy, V. and Poole, M.S., The Effects of Variations in Capabilities of GDSS Designs on Management of Cognitive Conflict in Groups, **Information Systems Research**, Volume 3, Number 3, September 1992: 224-251.
40. Byrd, T.A., Sambamurthy, V., Zmud, R.W., and Hale, W.M., Experiences with Information Technology Planning in State Government: A Multiple Site-based Assessment, **Government Information Quarterly**, Volume 9, Number 2, Spring 1992: 135-150.
41. Lehman, J.A. and Sambamurthy, V., Business Graphics Trends: Two Years Later, **Information and Management**, 16, 1989: 57-69.
42. DeSanctis, G., Sambamurthy, V., and Watson, R.T., Computer-Supported Meetings: Building a Research Environment, **Large Scale Systems in Information and Decision Technologies**, 13 (1), 1989: pp. 43-59.

Books and Research Monographs

1. Faisal Hoque, V. Sambamurthy, Robert W. Zmud, Tom Trainer, and Carl Wilson, **Winning the 3-Legged Race: When Business and Technology Run Together**, Prentice Hall, 2006.
2. R. Agarwal, A. Rai, and V. Sambamurthy, **Unleashing the Power of Enterprise Value**

Nets, SIM International, 2004.

3. Ritu Agarwal and V. Sambamurthy, **Organizing the IT Function for Business Innovation Leadership**, SIM International, 2002.
4. Jeanne Ross, Cynthia Beath, and V. Sambamurthy, **Shaping Up for E-business**, Center for Information Systems Research, MIT, May, 2000 (collaboration with IBM Global Services).
5. Carol V. Brown and V. Sambamurthy, **Re-Positioning the IT Organization to Facilitate Business Transformations**, Pinnaflex Press, August 1999.
6. V. Sambamurthy and R.W. Zmud, **Information Technology and Innovation: Strategies for Success**, Morristown, NJ: Financial Executives Research Foundation, 1996.
7. C.V. Brown and V. Sambamurthy, **IT Coordination Mechanisms: A Guidebook for Managing Intraorganizational Relationships**, SIM International, May, 1996.
8. V. Sambamurthy and R.W. Zmud, **IT Management Competency Assessment: A Tool for Creating Business Value through IT**, Morristown, NJ: Financial Executives Research Foundation, 1994.
9. V. Sambamurthy and R.W. Zmud, **Managing IT for Success: The Empowering Business Partnership**, Morristown, NJ: Financial Executives Research Foundation, 1992.

Publications in Non-refereed/Practitioner Outlets

1. R. Agarwal and V. Sambamurthy, The Effectiveness of CIO Roles, **Optimize**, December 2006.
2. R. Agarwal and V. Sambamurthy, Designing Adaptive Organizations, **CIO Insight**, Volume 1, Number 8, December, 2001: 27-32.
3. T. Kayworth and V. Sambamurthy, Managing the information technology infrastructure, **Baylor Business Review**, Spring 2000; 18(1): pp. 13-14.
4. Zmud, R.W. and Sambamurthy, V., Justifying Visionary Uses Of Information Technology, **Journal of Strategic Performance and Measurement**, 1(6), December 1997: 30-42.

Research Manuscripts Currently under Review/Revision

1. C. Angst, R. Agarwal, and V. Sambamurthy, Propensity, Susceptibility, Infectiousness, and Proximity: Predicting Organizational Diffusion of Electronic Medical Records, Conditionally Accepted, **Management Science**.
2. P. Setia, B. Rajagopal, V. Sambamurthy, and R. Calantone, Value Relevance of Peripheral

Developer Participation in Open Source Software Development Communities, Conditionally accepted, **Information Systems Research**.

3. S. Mithas, V. Sambamurthy, and N. Ramasubbu, Information Management Capability and Firm Performance: An Empirical Analysis, Conditionally Accepted, **MIS Quarterly**.
4. R. Chellappa, N. Saraf, and V. Sambamurthy, Competing in Crowded Markets: The Dynamics of Competition in the Enterprise Software Systems Industry, under 2nd revision, **Information Systems Research** (Special Issue on Digital Systems and Competition)
5. D. Lee, V. Sambamurthy, K. Lim, and K.K. Wei, IT-enabled Organizational Agility and Sustained Competitive Advantage, under 2nd revision, **Information Systems Research** (Special Issue on Digital Systems and Competition)
6. S. Sasidharan, R. Santhanam, D. Brass, and V. Sambamurthy, Post Adoption Information Exchanges in Enterprise Information System Implementation: A Longitudinal Social Network Analysis, under revision, **Information Systems Research**.
7. R. Banker, Saby Mitra, and Vallabh Sambamurthy, Digital Platforms in Agricultural Supply Chains in Developing Countries: The Effects of Information Technology on Commodity Prices, under 2nd revision, **MIS Quarterly**.
8. R. Henry, L. Kirsch, G. Westerman, and V. Sambamurthy, The Moderating Effects of Governance and Knowledge on Performance of Information Systems Projects, under 2nd review, **Information Systems Research**.
9. L. Xue, G. Ray, and V. Sambamurthy, Industry Characteristics and the Impact of IT on Efficiency and Innovation, under 2nd revision, **MIS Quarterly**.
10. Lih Bin Oh, Hock Hai Teo, and V. Sambamurthy, Antecedents and Consequences of Retail Channel Integration: A New Services Development Perspective, under 2nd revision, **MIS Quarterly**.

Book Chapters

1. DeSanctis, G., Sambamurthy, V., and Watson, R.T., Building a Software Environment for GDSS Research, in P. Gray (Ed.) **Readings in Decision Support and Executive Information Systems**, Prentice-Hall, 1994, pp. 256-266.
2. Sambamurthy, V., Zmud, R.W., and Boynton, A.C., The determinants of business unit reliance on information technologies, in J.C. Henderson and N. Venkatraman (Eds.) **Research in Strategic Management and Information Technology**, JAI Press, Volume 1, 1994: 73-106.
3. Sambamurthy, V. and Zmud, R.W., Creating business value through information technology: A self-assessment tool, in R.J. Lambrix and S.S. Singhvi (Eds.) **Global**

Finance 2000: A Handbook of Strategy and Organization from the Conference Board, New York, NY: The Conference Board, 1996: 233-238.

4. Sambamurthy, V. and Zmud, R.W., At the heart of success: Organizationwide management competencies, in P. Yetton and C. Sauer (Eds.) **The Dynamics Of IT-Based Organizational Transformation**, Jossey-Bass Publishers, March 1997: 143-164.
5. Sambamurthy, V., Business Strategy in Hypercompetitive Environments: Re-thinking the Role of IT Differentiation, in R.W. Zmud (Ed.) **Framing the Domains of IT Management Research: Glimpsing the Future through the Past**, Pinnaflex Press, 2000.
6. Sambamurthy, V., Straub, D., and Watson, R.T., The Management of IT in the Digital Era, in G.L. DeSanctis and G.W. Dickson (Eds.) **Managing Information Technology in the New Millennium**, 2000.
7. Kayworth, T., Chatterjee, D., and Sambamurthy, V., Theoretical Justifications for IT Infrastructure Investments, in M. Khosrowpour (Ed.) **Advanced Topics in Information Resource Management**, Idea Group Publishing, 2002.
8. R. Garud, A. Kumaraswamy, and V. Sambamurthy, Harnessing Knowledge Resources For Increasing Returns: Scalable Structuration At Infosys Technologies in R. Kazanjian and E. Hess (Eds.) **The Search for Organic Growth**, Cambridge University Press, 2006.

Refereed Publications in International Conference Proceedings

1. DeSanctis, G., Sambamurthy, V., and Watson, R.T., Building a Software Environment for GDSS Research, **Transactions of the Eighth International Conference on Decision Support Systems**, Boston, June, 1988, pp. 3-12.
2. DeSanctis, G., D'Onofrio, M., Sambamurthy, V., and Poole, M.S., Comprehensiveness and Restrictiveness in Group Decision Heuristic: Effects of Computer Support on Consensus Decision Making, in J. DeGross, J.C. Henderson, and B.R. Konsynski (Eds.) **Proceedings of the Tenth International Conference on Information Systems**, Boston, MA, December, 1989, pp. 131-140.
3. Sambamurthy, V. and DeSanctis, G., An Experimental Evaluation of GDSS Effects on Group Performance During Stakeholder Analysis, in J.F. Nunamaker (Ed.) **Twenty-Third Annual Hawaii International Conference on Systems Sciences**, Los Alamitos, CA: IEEE Computer Society Press, 1990, pp. 79-89.
4. Zmud, R.W., Sambamurthy, V., and Byrd, T.A., Information Technology Planning Systems: Forms, Functions, and Contexts, in H.J. Bullinger (ed.) **Human Aspects in Computing: Design and Use of Interactive Systems and Information Management**, Amsterdam: Elsevier Press, 1991, pp. 1021-1025.
5. Purvis, R.L., Sambamurthy, V., and Zmud, R.W., The impacts of knowledge embeddedness on the diffusion of CASE technologies in organizations, in J.I. DeGross,

- G. Ariav, C. Beath, R. Hoyer, and C. Kemerer (Eds.) **Proceedings of the Sixteenth International Conference on Information Systems**, New York, NY: Association for Computing Machinery, 1995: 215-224.
6. Sambamurthy, V. and Zmud, R.W., Organizational competencies for managing investments in visionary applications of information technology (Extended Abstract), in J.I. DeGross, G. Ariav, C. Beath, R. Hoyer, and C. Kemerer (Eds.) **Proceedings of the Sixteenth International Conference on Information Systems**, New York, NY: Association for Computing Machinery, 1995: 347-348.
 7. Armstrong, C.P. and Sambamurthy, V., Creating Business Value Through Information Technology: The Effects of Chief Information Officer and Top Management Team Characteristics, in J.I. DeGross, A. Srinivasan, and S.L. Jarvenpaa (Eds.) **Proceedings of the Seventeenth International Conference on Information Systems**, New York, NY: Association for Computing Machinery, 1996.
 8. Agarwal, R., Sambamurthy, V., and Stair, R., Cognitive Absorption And The Adoption Of New Information Technologies, **Proceedings of the 1997 Academy of Management Conference**, Boston, August, 1997 (Winner of the Organizational Communication and Information Systems Best Paper award).
 9. Chatterjee, D. and Sambamurthy, V., Leveraging The Web Business Potential: The Influence Of Organizational And Web Management Characteristics, (Extended Abstract), **Proceedings of the Eighteenth International Conference on Information Systems**, 1997.
 10. Kayworth, T.R., and Sambamurthy, V., The Impact Of Corporate Information Technology Infrastructure Standards On Enterprise And Business Unit IT Use, (Extended Abstract), **Proceedings of the Eighteenth International Conference on Information Systems**, 1997.
 11. A. Bharadwaj, V. Sambamurthy, and R.W. Zmud, IT Capabilities: Theoretical Perspectives and Empirical Operationalization, **Proceedings of the Twentieth International Conference on Information Systems**, 1999.
 12. J. Jasperson, V. Sambamurthy, and R.W. Zmud, Social Influence And Individual IT Use: Unraveling The Pathways Of Appropriation Moves, **Proceedings of the Twentieth International Conference on Information Systems**, 1999 (runner-up for the Best Paper Award).
 13. A. Carswell, R. Agarwal, and V. Sambamurthy, Development and Validation of Media Property Perception Measures, **Proceedings of the 2001 AMCIS Conference**, Boston, August, 2001.
 14. A. Tiwana, A. Bharadwaj, and V. Sambamurthy, The Antecedents of Information Systems Development Capability in Firms: A Knowledge Integration Perspective, **Proceedings of the Twenty Fourth International Conference on Information Systems**,

2003.

Refereed Publications in National Conference Proceedings

1. Sambamurthy, V., Zmud, R.W., and Boynton, A.C., The Relationship Between IT Decision-making Culture and Quality of Line/IS Partnerships in Business Units, in A. Lederer (Ed.) **Proceedings of the 1992 SIGCPR Conference**, Cincinnati, OH, April, 1992, pp. 117-128.
2. Sambamurthy, V. and Zmud, R.W., An Empirical Assessment Of The Quality Of IT Measurement And Control Systems, in R.T. Sumichrast and T.R. Rakes (Eds.) **1992 Proceedings of the Decision Sciences Institute**, Volume 2, 1992 Annual Meeting, San Francisco, November, 1992, pp. 875-877.
3. Purvis, R. and Sambamurthy, V., A Comparative Investigation of Systems Development Methodologies, in R.T. Sumichrast and T.R. Rakes (Eds.) **1992 Proceedings of the Decision Sciences Institute**, Volume 2, 1992 Annual Meeting, San Francisco, November, 1992, p. 864.
4. Sambamurthy, V. and Zmud, R.W., A Conceptual And Measurement Approach For Examining IT Management Architectures, in P. Todd and B. Gallupe (Eds.) **Proceedings of the Annual Conference of the Administrative Sciences Association of Canada**, Information Systems Division, Lake Louise, Alberta, 1993: pp. 194-204.
5. Lamont, B. and Sambamurthy, V., Structure And Vertical Information Flows In Multinational Enterprises, in the **Southern Management Association Proceedings**, 1995.
6. Purvis, R.L., Sambamurthy, V., and Zmud, R.W., The Antecedents of Knowledge Embeddedness in CASE Technologies in Organizations, in the **Southern Management Association Proceedings**, 1996 (Best paper award winner in the Information Systems Track).
7. Ball, M.O., Boyson, S., Chien-Yu Chen, Elliot Rabinovich, Raschid, L., Sambamurthy, V., V. Zadorozhny and Zhenying Zhao, Scalable Supply Chain Infrastructures and Their Impact on Organizations, in **Proceedings of the 2001 NSF Design, Service and Manufacturing Grantees and Research Conference**, Tampa, FL, USA, January, 2001.

Presentations at Conferences

1. Lehman, J.A. and V. Sambamurthy, A Field Survey of Strategies for Managing Graphics Usage in Organizations, **Western Decision Sciences Conference**, Carmel, CA, 1988.
2. Sambamurthy, V., Task-Technology Fit as a Basis for Investigation of GDSS Effects, Panel presentation, Information Systems Division, Human Communication Technology Interest Group, **International Communication Association**, San Francisco, May, 1989.
3. Sambamurthy, V. and M.S. Poole, The Effects Of The Level Of Sophistication Of Computerized Support On The Conflict Process And Outcomes In Groups, **Academy of**

Management Conference, San Francisco, August, 1990.

4. Sambamurthy, V. and Zmud, R.W., Measurement Systems For Information Technology Management: An Empirical Assessment, **ORSA/TIMS**, Orlando, FL, April, 1992.
5. Armstrong, C., Perez, J., and Sambamurthy, V., Micro-Level Structuration Behaviors In Decision-Making Groups: The Effects Of Alternative GDSS Structures, **Academy of Management Conference**, Atlanta, 1993.
6. Armstrong, C.P., Sambamurthy, V., and Zmud, R.W., The Influence Of Top Management Teams' IT Knowledge And IT Vision On Effective Deployment Of Information Technologies In Firms, **Academy of Management Conference**, Dallas, 1994.
7. Kirsch, L.J. and Sambamurthy, V., Researching IS Development: What Do We Know And Where Do We Go From Here? Presented at the Organizational Communication and Information Systems Division, **Academy of Management Conference**, Cincinnati, 1996.
8. Brown, C.V., Markus, M.L., Rockart, J.F., Sambamurthy, V., and Shrednick, H., Building Relationships With Practice Through RURR (really useful rigorous research), Panel discussion at the **Eighteenth Annual International Conference on Information Systems**, Atlanta, GA, December, 1997.
9. G.L. DeSanctis, M. Alavi, D. Robey, R.O. Mason, and V. Sambamurthy, Change and Development Journeys into a Pluralistic World: Implications for Management of Technology and Communication in Organizations, Symposium at the **Academy of Management Conference**, Chicago, 1999.
10. K. Ellis, B. Lamont, and V. Sambamurthy, Environmental, Structural and Strategic Complexity as Determinants of CEO Compensation in Multinational Corporations, Presented at the Business Policy and Strategy Division, **Academy of Management Conference**, Chicago, 1999.
11. P. Carter, R. Agarwal, and V. Sambamurthy, Organizational Innovation With Information Technologies: The Cycle Of Adoption, Adaptation, And Use, **Association of Information Systems Conference**, 1999.
12. V. Sambamurthy, R.W. Zmud, J. Cross, E. Levine, and G.C. Jacobs, A Vision Of The IT Enterprise In The 21st Century, Panel Discussion at the **Twentieth International Conference on Information Systems**, Charlotte, NC, December, 1999.
13. V. Sambamurthy, S. Jarvenpaa, E. Christiaanse, C. Loebecke, and R. Agarwal, Balancing Rigor and Relevance in IS Research: Strategies, Tactics, and Recommendations, **European Conference on Information Systems**, Vienna, Austria, July 2000.
14. V. Sambamurthy, R.W. Zmud, R. Agarwal, R. Fichman, S. Slaughter, and R. Hirschheim, Building the Value-leveraging IT Function: Capabilities and Organizing Strategies, Symposium at the **Academy of Management Conference**, Toronto, Canada, August,

2000.

15. V. Sambamurthy, A. Gupta, S. Jarvenpaa, A. Segars, and A. Rai, Shaping E-business Strategic Transformations, OCIS/BPS Joint Workshop at the **Academy of Management Conference**, Toronto, Canada, August, 2000.
16. D. Chatterjee, C. Pacini, and V. Sambamurthy, Stock Market Reactions to IT Infrastructure Investments: An Event Study Analysis, **American Accounting Association Conference**, Atlanta, August 2001.
17. V. Sambamurthy, Adaptive Supply Demand Synchronization through Information Technology, **Production and Operations Management Conference**, Savannah, Georgia, April 5-6, 2003.
18. V. Sambamurthy, Ken Boyer, and Arun Rai, Emerging Directions in eBusiness and Supply Chain Research, **Production and Operations Management Conference**, Savannah, Georgia, April 5-6, 2003.
19. V. Sambamurthy, A. Bharadwaj, S. Nambisan, D. Ko, and R. Agarwal, Distributed Knowledge Integration in Information Technology Management, Showcase Symposium, **Academy of Management Conference**, Seattle, WA, August, 2003.
20. E. Overby, A. Bharadwaj, and V. Sambamurthy, Agility: Conceptual Underpinnings, **IFIP 8.2 Conference**, Atlanta, May, 2005.
21. Ray Henry, Laurie Kirsch, and V. Sambamurthy, Determinants of Governance on IT Projects, **Academy of Management Conference**, Hawaii, August, 2005.
22. P. Setia, B. Rajagopal, V. Sambamurthy, and R. Calantone, Value Relevance of Peripheral Developers on Open Source Software Projects, **Conference on Information Systems and Technology**, San Francisco, November, 2005.
23. P. Setia, S. Vickery, C. Droge, and V. Sambamurthy, Complementarities between Supply Chain Processes and Information Technologies: The Impacts on Performance of Manufacturing Firms, **Workshop on Information Systems Economics**, Las Vegas, December, 2005.
24. P. Setia, B. Rajagopal, V. Sambamurthy, and R. Calantone, Value Relevance of Peripheral Developers on Open Source Software Projects, **Academy of Management Conference**, August 2006.
25. P. Setia, S. Vickery, C. Droge, and V. Sambamurthy, Complementarities between Supply Chain Processes and Information Technologies: The Impacts on Performance of Manufacturing Firms, **Academy of Management Conference**, August 2006.
26. L. Oh, H. Teo, and V. Sambamurthy, Building Ambidextrous Competencies through Organizational Resource Integration: A Fitness Landscape Approach, **Academy of**

Management Conference, August 2006.

27. L. Oh, H. Teo, and V. Sambamurthy, A Strategic Group Analysis of Hybrid Commerce Firms: Implications for Managing Technological Change, **Academy of Management Conference**, August 2006.

Invited Research Presentations at Academic Institutions (1994 to present)

Workshop presentations at:

University of Baltimore, November 1994
Syracuse University, October 1995
University of Pittsburgh, June 1996
Oakland University, October 1999
University of Oklahoma, November 1999
University of British Columbia, April 2000
University of Texas, Austin, September 2000
University of Minnesota, September 2000
Case Western Reserve University, April 2001
Georgia State University, April 2001
National University of Singapore, July 2002
Nanyang Technological University, July 2002
University of Georgia, November 2002
Emory University, November 2002
University of Oklahoma, December 2002
Louisiana State University, March 2003
University of Arkansas, April 2003
Ohio State University, June 2003
Carnegie Mellon University, September 2003
University of Michigan, March 2004
University of Notre Dame, April 2004
University of California, Riverside, October 2004
University of Southern California, January 2005
University of Wisconsin, Milwaukee, February 2005
University of Dayton, March 2005
University of Texas, Austin, March 2005
Washington State University, March 2005
University of Illinois, Urbana-Champaign, April 2005
Southern Methodist University, April 2005
Texas A&M University, April 2005
McGill University, April 2005
University of Calgary, September 2005
University of California, Irvine, October 2005
Purdue University, October 2005
Oklahoma State University, February 2006
University of Oklahoma, February 2006
University of Washington, March 2006
New York University, March 2006

University of Missouri, St. Louis, April 2006
City University of Hong Kong, June 2006
Hong Kong University of Science and Technology, June 2006
University of British Columbia, September 2006
Texas Tech University, September 2006
RPI, November 2006
Temple University, February 2007
Korea National University, Seoul, South Korea, February 2007
Georgia Tech University, February 2007
Penn State University, March 2007
Bocconi University, Milan, Italy, June 2007
University of Kansas, September 2007
University of Wisconsin, Madison, September 2007
University of Minnesota, November 2007
University of South Florida, January 2008
University of Georgia, January 2008
Georgia State University, January 2008
Florida State University, February 2008
City University of Hong Kong, June 2008
University of Memphis, October 2008
Georgia Tech University, October 2008
Emory University, October 2008
University of Florida, November 2008
University of Nebraska, Omaha, February 2009
University of Connecticut, February 2009
University of Minnesota, April 2009
National Sun-Yat Sen University, Kaohsiung, Taiwan, May 2009
University of Buffalo, October 2009

Invited Executive/Corporate Presentations

1. Managing the justification of investments in visionary applications of IT, Committee on Information Management, Banff, Calgary, Canada, August, 1995.
2. Building Strategic IT-Business Relationships, Society for Information Management National Conference, San Francisco, October 1996.
3. Repositioning the IT Organization for Enabling Business Transformations, Advanced Practices Council, June 1999.
4. The Evolving Roles of the CIO in the Twenty First Century, Center for Management Information Systems Studies, Center for Management of Information Systems, Michael F. Price School of Business, University of Oklahoma, November 1999.
5. Governance and Structure of the IT Organization in Contemporary Firms, Information Systems Research Center, University of Houston, January, 2000.

6. Organizing Logic for the IT Function in 21st Century Organizations, Best of APC Research Workshop, Washington, DC, June 22, 2000.
7. How Should Firms Organize their IT Function? MIS Research Center Associates Seminar, University of Minnesota, September 22, 2000.
8. Nurturing Competitive Agility through IT, Intel IT Leadership Conference, Sacramento, November 14, 2000.
9. Enabling Agility: Organization Design Models for the IT Function, Best of APC Workshop, Chicago, May 9, 2001.
10. Enabling Agility: The Strategic Role of IT Leadership, Center for Information Systems Research Summer Session, Boston, June 18, 2001.
11. Leading Innovation Through IT: Building and Striking Digital Options, Intel IT Leadership Conference, December 12, 2001.
12. Models for Organizing the IT Function, ATiB Conference, Oakland University, October 11, 2002.
13. Organizing the IT Function for Innovation Leadership, Concours Group CIO Summit, May 23, 2002.
14. Strategic Alignment: A Fresh Perspective, University of Arizona Conference on IT Leadership, October, 2003.
15. Nature of CIO Leadership in Contemporary Firms, Forbes CIO Forum, September 15, 2005.
16. Agility and Business Technology Management: A Manifesto for CIOs, Executive Forum, University of Missouri, St. Louis, April 7, 2006.
17. Industry-Academia Collaboration: Collaborate to Innovate, INFOCOMM 2006, Calcutta, December 8, 2006.
18. Agility and Business Technology Management: A Manifesto for CIOs, Computer Associates (India), December 21, 2006.

Invited Keynote Presentations

- The Frontiers of Information Systems Research: Promising Directions and Opportunities, Australian Conference on Information Systems, Melbourne, December 2009.
- Opportunities for Reframing Research in Digital Organizations, Organizational Communication and Information Systems Division, Academy of Management, Anaheim, August 2008.
- Creating Value through IT and Business Alignment: How does Research Impact

- Practice? Pacific Asia Conference on Information Systems, Suzhou, People's Republic of China, July 2008.
- Creating Value through Information Technologies, The Seventh Wuhan Conference on eBusiness, Wuhan, People's Republic of China, June 2008.
 - Facilitating Business and Technology Alignment, Pacific Asia Conference on Information Systems, Kuala Lumpur, July 2006.

VI. TEACHING

Teaching Experience

- Doctoral:** Seminar on MIS Research Methodologies
Seminar on Information Technology Impacts, Diffusion, and Management
- MBA:** Core Course: Strategic Management of Information Technologies (MBA, WMBA and EMBA programs)
Project Management
Digital Business Models and Processes
IT Audit and Controls
- Undergraduate:** Systems Analysis and Design
Telecommunications Management
- Executive Education** Information Technology Management
Digital Business Transformations
Converging the Management of Business and Information Technologies
Governance and Control of IT Resources
Customized Programs on Strategic Management of IT

Doctoral dissertations Chaired (Placement)

- Russell L. Purvis, 1994 (Clemson University)
- Curtis P. Armstrong, 1995 (Tennessee Technological University)
- Timothy Kayworth, 1996 (Baylor University)
- Debabroto Chatterjee, 1997 (Washington State University, University of Georgia)
- Jorge Perez, 1998 (Kennesaw University)
- Jon Jaspersen, 1998 (University of Oklahoma)
- William Lewis, 1999 (University of Georgia)
- Detlev Smaltz, 1999 (Air Force)
- Kevin Duffy, 2000 (West Virginia University, University of Texas, Arlington)
- Jarvis Moore, 2000 (University of Memphis)
- Pankaj Setia, University of Arkansas, 2008 (University of Arkansas)
- Mathew Wimble, anticipated graduation 2010
- Mahesh Ramamani, anticipated graduation 2010

VII. SERVICE

Editorial Service

Current

- Editor-in-Chief, *Information Systems Research*, 2005-2010.

Past

- Editorial Board, *MIS Quarterly Executive* (2002-2009)
- Associate Editor, *Management Science* (August, 1999 – 2007)
- Editor, *MIS Quarterly* Special Issue on Information Technologies and Knowledge Management (2005).
- Editorial Review Board, *Organization Science* (August, 2002 – August, 2005).
- Senior Editor, *MIS Quarterly* (October 2000 – December, 2003).
- Editorial Review Board, *Journal of Interactive Marketing* (August, 2002 - 2005).
- Americas Editor, *Journal of Strategic Information Systems* (August, 2002 – January, 2004)
- Departmental Editor, *IEEE Transactions on Engineering Management* (January, 2001 – December, 2002).
- Associate Editor, *Information Systems Research* (June, 1999 - December, 2003)
- Editorial Board, *MIS Quarterly Executive* (May, 2001 – May, 2003)
- Editorial Board, *Journal of Strategic Information Systems* (November, 2000 – November, 2002).
- Co-Editor, Special Issue on Trust in the Digital Economy, *Journal of Strategic Information Systems*, 2001-2003.
- Associate Editor, *MIS Quarterly* (June, 1995 - October, 2000)
- Editorial Board, *Journal of Market-Focused Management* (1995 – 2002)
- Departmental Editor, *Database for Advances in Information Systems* (1998-1999)
- Special Senior Editor, *Organization Science* (1997)

Adhoc reviewer

- *MIS Quarterly, Information Systems Research, Communications of the ACM, Organization Science, Management Science, Sloan Management Review, Decision Support Systems, Academy of Management Review*
- *Academy of Management Conference, International Conference on Information Systems*

Leadership in Conferences

- Associate Program Chair, 1994 *Decision Sciences Institute Conference*.
- Program Chair, 1997 *SIM Academic Institutional Members Workshop*
- Track Chair, Information Systems, 1998 *Southern Management Association Conference*.
- Program Chair, 1998 *SIM Academic Institutional Members Workshop*.
- Professional Development Workshop Chair, Organizational Communication and Information Systems Division, Academy of Management Conference, Toronto, Canada, 2000.
- Co-Chair, TIM/OCIS Doctoral Consortium, Academy of Management Conference,

- Toronto, Canada, August, 2000.
- Program Chair, Organizational Communication and Information Systems Division, Academy of Management Conference, Washington DC, August, 2001.
 - Conference Co-Chair, 25th International Conference on Information Systems, Washington DC, December, 2004.
 - Doctoral Consortium Co-Chair, Decision Sciences International Conference, San Francisco, CA, November, 2005.
 - Track Chair, International Conference on Information Systems, Phoenix, December 2009.
 - Conference Co-Chair, Pacific Asia Conference on Information Systems, Hyderabad, India, 2009.
 - Doctoral Consortium Co-Chair, International Conference on Information Systems, St. Louis, 2010.
 - Conference Co-Chair, Americas Conference on Information Systems, Detroit, August 2011.
 - Program Co-Chair, International Conference on Information Systems, Orlando, December, 2012.

Conference and Workshop Activities

- Program Committee, 12th *International Conference on Information Systems*, 1991.
- Discussant, 12th *International Conference on Information Systems*, New York, 1991.
- Session Chair, 13th *International Conference on Information Systems*, Dallas, 1992.
- Conference Committee, 14th *International Conference on Information Systems* (Doctoral Consortium Arrangements), 1993.
- Program Committee, 17th *International Conference on Information Systems*, Cleveland, USA, 1996.
- Program Committee, 20th *International Conference on Information Systems*, Charlotte, USA, 1999.
- Program Committee, 21st *International Conference on Information Systems*, Brisbane, Australia, 2000.
- Program Committee, 5th AIM Conference, Montpellier, France, November 2000.
- Doctoral Consortium Faculty, 22nd *International Conference on Information Systems*, New Orleans, Louisiana, December 2001.
- Program Committee, 23rd *International Conference on Information Systems*, Barcelona, Spain, December, 2002.
- Co-Chair, Minnesota Workshop of Knowledge Management, Carlson School of Management, University of Minnesota, March 15-16, 2003.
- Program Committee, IFIP 8.6 Conference on Business Agility and IT Diffusion, Atlanta, May 8-11, 2005.
- Program Chair, Gordon Davis Symposium on IS Futures, Carlson School of Management, University of Minnesota, May 13-14, 2005.

Leadership in Professional Associations

- Representative-at-large, Executive committee of the Organizational Communication and Information Systems Division, Academy of Management, 1997-99.
- Division Chair Elect, Organizational Communication and Information Systems

- Division, Academy of Management, 2001-2002.
- Division Chair, Organizational Communication and Information Systems Division, Academy of Management, 2002-2003.
- Past Division Chair, Organizational Communication and Information Systems Division, Academy of Management, 2003-2004.
- Chair, ICIS Executive Committee, 2005.
- Member, AIS Council, 2005-06.
- VP, Finance, AIS, 2005-06.

Professional (External) Service

National Sun Yat-Sen University, Dean's Advisory Board, College of Management, ,
Kaohsiung, Taiwan
National University of Singapore, External Reviewer for the Information Systems
Group, Spring 2008
University of Cincinnati, External Reviewer for Masters' Program, 2007-08

Professional Affiliations

The Institute of Management Sciences
Association for Information Systems
Academy of Management
Decision Sciences

Internal Service

Michigan State University

College

Dean Search Committee, 2007-08, 08-09, 09-10
Advisory Board, CIBER, 2007 - present
Full-Time MBA Review Committee, 2007-08
Executive Director, Center for Leadership of the Digital Enterprise (2004-2009)
Executive MBA Curriculum Committee, 2002-03
Weekend MBA Curriculum Committee, 2003-04
Masters Program Committee, 2003-04, 2005-06, 2006-07, 2007-08
Full-Time MBA Curriculum Evaluation Committee, 2007-08
Strategic Planning Task Force, 2004

Accounting and Information Systems Department

Department Advisory Council (2003-05)
Director, Information Systems Ph.D. program (2002-2003)
Information Systems Doctoral Program Oversight Committee (2003-06)

University of Maryland, College Park

College

Program Director, E-commerce Executive Education Program, American Management Systems.
Academic Steering Committee, Office of Executive Programs.
Honors Program Seminars, 2001-2002
Director, MBA Consulting Projects (July, 1999 – July, 2002)
Search Committee, Associate Dean, Executive Education Office (2001).
Steering Committee, Center for Knowledge and Information Management (1999-2001)
Graduate Policy Committee for Ph.D. Program, Business School (1999-2000).

Decision and Information Technologies Department

Ph.D. Coordinator (July, 1999 – July, 2000)
Search Committee, The Robert H. Smith Chair in IS, 1998-2000
Chair, Search Committee, IS Faculty Recruiting, 1998-1999

Florida State University

College

College of Business Doctoral Policy Committee
College of Business Promotion and Tenure Committee (1996, 1997)
College of Business Summer Research Grants Award Committee

Department

Acting Chairman, August-December, 1998
Coordinator, MIS Ph.D. program (1993 - 1998)
Member, MIS undergraduate curriculum committee (1989 - 1998)
Chairman, Teaching Incentive Program Evaluation committee (1994)
Chairman, MIS undergraduate curriculum committee (1991-92)
Chairman, Department Tenure and Promotion Committee (1996, 1997)
Member, Doctoral comprehensive exams evaluation committee (1991 - 1998)

Student-oriented organizations

Faculty advisor, MIS Student Association (1991 - 1994)
Faculty liaison for MIS undergraduate student placement (1993-1995)