

Michelle Lynn Kaarst-Brown, Ph.D.

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School of Information Studies
Syracuse University
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EDUCATION:

- Ph.D. 1995** YORK UNIVERSITY, Faculty of Administrative Studies, Ontario, Canada
Organizational Theory and Management Information Systems
Title: "A Theory of Information Technology Cultures: Magic Dragons, Wizards and Archetypal Patterns"
- MBA 1988** YORK UNIVERSITY, Faculty of Administrative Studies, Ontario, Canada
Major in Policy/Strategic Management
Minors in Small Business Management and Entrepreneurship.
Thesis Project (601): *Strategic Management at a Global Playground Manufacturer*
- FLMI 1981** LIFE OFFICE MANAGEMENT INSTITUTE, Atlanta, Georgia
Undergraduate equivalent, with an emphasis on Life Insurance company operations, actuarial mathematics, and law. Majors in Information Systems (systems analysis and design, data management, and security) and Human Resources Management.

RESEARCH ACTIVITIES AND INTERESTS:

Drawing upon two decades of business and technical management, I investigate how social, cultural and knowledge factors impact strategic use of IT in organizations and alignment of IT with business strategy. I take an interpretive approach and seek to understand how underlying assumptions and perceptions impact adoption decisions and strategic IT management. Current research focuses on cultural issues in global electronic commerce, transitioning in the e-business environment, infrastructure development in developing economies, and perceptions of risk and opportunity as elements of effective IT alignment. A new project will explore building a risk and secure computing culture in the home environment.

Dissertation Research: Organizational Culture and Information Technology.

The theory emerging from this research explores cultural assumptions as they relate to information technology (IT) in two organizations. Theory addresses the process of formation, persistence and change of 5 patterns of cultural assumptions about IT. Individual, societal, and organizational influences are integrated. Implications are presented for strategic integration of IT and sources of conflict over IT direction, legitimacy of IT championship, innovation, and change.

PUBLICATIONS & PRESENTATIONS:

Peer Reviewed Publications

- Thompson, E.D. & Kaarst-Brown, M.L. (2004) "*Information Sensitivity: Dilemmas and a Research Agenda*" Journal for the American Society of Information Science and Technology (JASIST), Vol. 55(6) Forthcoming.

- Kaarst-Brown, M.L., Nicholson, S., Von Dran, GM, & Stanton, J. (2004) "Organizational Cultures of Libraries as a Strategic Resource". *Library Trends*, Vol. 52(4). *Forthcoming*.
- Kaarst-Brown, M.L. & Wang, C. (2003) "How Information Intensive Firms Cope With IT Infrastructure Challenges in a Developing Island Nation". *Journal of Global Information Management*. Vol. 11(4), 37-57.
- Reich, B.H. & Kaarst-Brown, M.L. (2003) "Creating Social and Intellectual Capital Through IT Career Transitions". *Journal of Strategic Information Systems (JSIS)*, Vol. 12, 91–109.
- Kaarst-Brown, M.L. & Evaristo, J.R.E. (2003) "Physical Retailing Takes on Internet Retailing: A Preliminary Model of Book Retailer Web Strategies based on Perceived Threats and Opportunities". *Journal of Organizational Computing and Electronic Commerce (JOCEC)*. Vol. 14(2). *Forthcoming*.
- Kaarst-Brown, M.L. & Evaristo, J.R.E. (2002) "International Cultures and Insights into Global Electronic Commerce". Refereed book chapter for *Global Information Technology and Electronic Commerce*, 4th Edition, Edited by Palvia P., Palvia S. and Roche, E.
- Reich, B.H. & Kaarst-Brown, M.L. (2001) "Spreading IT Expertise Throughout the Organization", *Intelligence Section, Sloan Management Review*, Vol. 42, No. 4, Summer 2001, p. 13. (Translated into several languages)
- Reich, B.H. & Kaarst-Brown, M.L. (1999) "Seeding the Line: Understanding the Transition from IT to Non-IT Careers". *MIS Quarterly*, Vol. 23(2).
- Kaarst-Brown, M.L. & Robey, D. (1999) "More on Myth, Magic and Metaphor: Cultural Insights into the Management of Information Technology in Organizations" *Information, Technology and People*, Vol. 12(2).
- Kaarst-Brown, M.L. (1999) "Five Symbolic Roles of the External Consultant: Integrating change, Power and Symbolism". *Journal of Organizational Change Management*, Vol. 12 (6).
- Kaarst-Brown, M.L. (1997) "The Art, Craft and Challenge of Qualitative Methods in IS: An Assistant Professor's Impressions of IFIP 8.2". *Case Research Track, Eighteenth International Conference on Information Systems (ICIS)*, held in Atlanta, Georgia on December 14-17, 1997. Other panel members: Marie-Claude Boudreau. U. Georgia, Dr. Eileen Trauth of Northeastern University. Co-chairs: Dr. Allen Lee of McGill University and Dr. Ken Kendall of Rutgers University.
- Kaarst-Brown, M.L. (1996) "Information Systems in Organizational Cultures: An evaluation of research methods for studying the cultural context of information systems management". *Proceedings of the Seventeenth International Conference of Information Systems (ICIS)* Panel Presentation (refereed based on paper submission). Key speaker with Dr. Line Dube, UQAM December, at Cleveland, OH. Other panel members: Dr. Dan Robey and Dr. Michael Newman.
- Reich, B.H. & Kaarst-Brown, M.L. (1994) "Building Information Technology Competence in Line Managers: Investigating a Best Practice". Research-in-Progress. *Proceedings of the Fifteenth International Conference of Information Systems (ICIS)*, December, Vancouver, B.C.

Peer Reviewed Publications Under Review

- Revise & Resubmit* (2003): Kaarst-Brown, M.L. & Reich, B.H. (2003) "Enablers of IT Innovation Capability". *Information and Organization*.
- Revise & Resubmit* (2003): Kaarst-Brown, M.L. & Evaristo, J.R.E. "A Multi-Level View of Cultural Issues in Global Electronic Commerce". *Journal of Global Information Management*.
- Wang, C. & Kaarst-Brown, M.L. "Designing Compensation Plans for IT Professionals: An Agency Perspective". Under review with AMCIS 2004 – HCI Track.

Other Professional Publications and Edited Series

- Reich, B.H. & Kaarst-Brown, M.L. (2001) "Seeding Innovation", National Post, May 15, 2001.
- Reich, B.H. & Kaarst-Brown, M.L. (2000) "Letting Thy People Go", CIO Canada, Vol. 8, No. 9, September 2000, pp. 58-62.
- Huff, S., Reich, B.H. & Kaarst-Brown, M.L. (1998) "Seeding the Line: Moving IT Professionals into Line Management" Published in the Special Issue on Successful Managing - Information Technology, a collaborative issue of the Business Quarterly and Globe and Mail's Report on Business (October 18, 1998). Published with authors names incorrectly ordered. Apology received from S. Huff.
- Brown, M.L. (1991) "Workplace Leadership Series" (Pergamon Press, UK) Editor for Canadian version of this International "Distance Education" series that supports supervisory and basic management training. Foundation Series includes 40 self-paced modules for college credits, including study guides, audio support, and tutor support. Topics range from "Introduction to Human Resources Practices" to "Value Analysis" to "Technology in Organizations". (Open Learning Agency is part of Open University, in conjunction with Pergamon Press, UK.) I was editor for 26 of the modules, including multi-media support materials.

Peer Reviewed Conference Proceedings and Professional Panels

- Guzman, I. & Kaarst-Brown, M.L. "Organizational Survival and Alignment: Insights Into Conflicting Perspectives on the Role of the Information Technology Professional" Proceeding of SIG-ACM Special Interest Group on Culture, Roles and IT. April 2004. *Forthcoming*.
- Kaarst-Brown, M.L. & Zakaria, Nasriah, (2004) "External Perspectives on Telemedicine Adoption in Hospitals: A Case of Malaysia" Med-Info (IMIA) Conference, 2004. Poster Session. *Forthcoming*.
- Small, R., Kaarst-Brown, & Barnes-Linen, W. (2003) "Preparing Librarians for Urban Schools", American Association of School Librarians (AASL), Fall Forum October 22, 2003.
- VonDran, G.M., Kaarst-Brown, M.L., Stanton, J.M., VonDran, R. and Misiolik, E. (*Unsure of order of authorship*) "Culture as a Strategic Resource: A Preliminary Report on Culture and Information Schools" (2002) Decision Sciences Institute Conference, November 24-26, 2002. San Diego, CA. (Presentation by G.M. VonDran & R. VonDran)
- Kaarst-Brown, M.L. (2001) "How Information Intensive Firms Cope With IT Infrastructure Challenges in a Developing Island Nation" Presented at Cross-Cultural Workshop, International Conference on Information Systems (ICIS), December 17, 2001. New Orleans, LA. (Online)
- Kaarst-Brown, M.L. & Evaristo, J.R.E. (2001) "Physical Retailing Takes on Internet Retailing: A Preliminary Model of Book Retailer Web Strategies based on Perceived Threats and Opportunities". Proceedings Hawaii International Conference on System Sciences (HICSS), Jan 3-6, 2001. **(Awarded Best in Track)**
- Kaarst-Brown, M.L. & Manganella, V. (1997) "Risks and Opportunities of the Emerging Internet Firm: The Prospectus Stories". Proceedings for SIM Practice-Oriented Research Symposium, International Conference for Information Systems (ICIS), Atlanta, Georgia. December 13-14. (Vince Manganella was MBA student and venture capital manager with First Union).
- Reich, B.H. & Kaarst-Brown, M.L. (1996) "Building IT Competence in Business Units: IT Culture, IT Structure, Job Transfers and Other Support for Knowledge Transfer" Proceeding of CIPS (Canadian Information Processing Society) 1996 Annual Conference, Vancouver, B.C. (May 13-17) Non-blind referee process by program panel.
- Kaarst-Brown, M.L. (1993) "Values, Culture and Information Technology". Panel Presentation. Chair and presenter. Other panel members: Dr. Blaize Reich (SFU) and Dr. Betty Vandenbosch (Case

Western). MIS Proceedings of the Annual Meeting of the Administrative Sciences Association of Canada (ASAC), Quebec City, PQ.

Kaarst-Brown, M.L. (1992) *"Do You Believe in Magic?: An Archetypal Explanation of Information Technology and Organizational Culture"*. Doctoral Consortium: Proceedings of the Administrative Sciences Association of Canada (ASAC), Quebec City, PQ.

Kaarst-Brown, M.L. (1991) *"Determinants of Centralized/Decentralized Information Technology Structures: An Expanded Contingency Perspective"*. MIS Proceedings of the Annual Meeting for Administrative Sciences Association of Canada (ASAC), Niagara Falls, ON. **(Awarded Best MIS and Best Overall Doctoral Student Paper.**

Kaarst-Brown, M.L. (1991) *"The Symbolic Roles of the Organizational Development Consultant"*. QBIR Proceedings of the Annual Meeting for Administrative Sciences Association of Canada (ASAC), Niagara Falls, ON.

Kaarst-Brown, M.L. (1990) *"Performance Management: Establishing Supportive Conditions for Feedback in Purposeful Organizations"*. (Presentation only) Human Resources Division, Annual Meeting of the Administrative Sciences Association of Canada (ASAC), Whistler, BC.

Non-refereed Presentations and Invited Lectures/Workshops

Kaarst-Brown, M.L. (2000) *"After Bimmer Leases and Stock Options -- How to Keep IT Skills at Home"* Sept. 29, 2000, Proceedings Conference Board of Canada, Winnipeg, Manitoba. Invited Presentation and panel discussion with leading researchers and professionals. Invitation based on research. Materials reviewed prior to acceptance.

"Legal Issues and Consumer Privacy in an Internet World" (2000). Co-Chair, Panel Organizer and Presenter at Joint Symposium of Law, Business, and Continuing Education schools, University of Richmond. (Sept. 15, 2000)

Kaarst-Brown, M.L. (2000) *"Values, Symbols and Information Technology"* (2000) Invited Speaker at Tech Fair 2000, University of Richmond (May 3).

Kaarst-Brown, M.L. (2000) "Research Design and Qualitative Methods in Information Technology Research", Invited Workshop as part of Distinguished Lectures on Technology Management Series, Universitat der Bundeswehr Munchen, Germany. October 16 & 17, 2000.

Kaarst-Brown, M.L. (2000) *"A Knowledge-Based View of IT Innovation Capabilities"* Invited research presentation in MIS Guest Speaker Series, Business School, University of Alberta (December 11, 2000).

Kaarst-Brown, M.L. (2000) *"A Knowledge-Based View of IT Innovation Capabilities"* Invited research presentation in MIS Guest Speaker Series, Business School, University of Utah (November, 2000).

Kaarst-Brown, M.L. (2000) *"A Knowledge-Based View of IT Innovation Capabilities"* Invited research presentation in MIS Guest Speaker Series, Business School, Indiana University, (September 15, 2000).

Kaarst-Brown, M.L. (1999) *"Symbolic and Other Non-Verbal Communications"* Invited presentation at University of Richmond, Department of Rhetoric and Communication Studies" (Sept. 9, 1999).

Kaarst-Brown, M.L. (1999) *"Seeding the Line: A Knowledge Management Strategy to Increase Absorptive Capacity"* Invited presentation at the School of Information Studies, Syracuse University as part of the Ph.D. and Faculty Visiting Guest Speaker Series (April 30, 1999).

Kaarst-Brown, M.L. (1999) *"Behavioral Issues in IT Research: More on Myth, Magic and Metaphor -- Conducting and Publishing Interpretive Research"* Invited presentation at VCU as part of their Ph.D. seminars on Behavioral Research in Information Systems (April 21, 1999).

- Kaarst-Brown, M.L. (1999) *"Integrating Undergraduate Research Projects with Web Presentation Medium"*. Invited presentation at the University of Denver, Dept. of Decision Sciences and Electronic Commerce (Jan. 6, 1999).
- Kaarst-Brown, M.L. (1997) *"Interpretation, Application and Critique of Prasad's Systems of Meaning: Ethnography as a Methodology for the Study of Information Technologies"*. Invited keynote presentation at the International Federation on Information Processing (IFIP) 8.2 Meeting on Qualitative Methods in Information Systems Research. (May 31-June 3, 1997). Philadelphia, PA.
- Kaarst-Brown, M.L. (1996) *"Computer Mediated Communications and the Proposed Effects on Culture and Social Networks"*. Integrative Review of three research papers (formal presentation). MIS Division. May, 1996. Montreal, PQ. Administrative Sciences Association of Canada (ASAC)
- Kaarst-Brown, M.L. (1996) *"Perspectives on Culture and Information Technology: Theory, Research, and Lessons Learned"* Invited paper presentation at The Learning Institute, George Mason University. April.
- Kaarst-Brown, M.L. (1996) *"Information Technology and Organizational Culture: The Utility of the Culture Construct for Strategic Management of IT"*. Invited presentation at Case Western University, (Decision Sciences and Management Information Systems Department) - Visiting Guest Speaker Series. March.
- Kaarst-Brown, M.L. (1994) *"Culture, Technology, and Magic"*. Invited Presentation, Guest Speaker Series University of Minnesota, School of Business.
- Kaarst-Brown, M.L. (1994) *"Organizational Culture and Information Technology"*. Invited Presentation of Thesis Research at: Long Island University, School of Business.
- Kaarst-Brown, M.L. (1994) *"Organizational Culture and Information Technology"*. Invited Presentation of Thesis Research at: Concordia University, School of Business.
- Kaarst-Brown, M.L. (1994) *"Organizational Culture and Information Technology"*. Invited Presentation of Thesis Research at: Penn State (Erie), School of Business.
- Kaarst-Brown, M.L. (1994) *"IT Culture – "Dimensions, influences and outcomes"*. Invited Presentation of Thesis Research at: University of Richmond, School of Business.
- Kaarst-Brown, M.L. (1994) *"IT Culture – "Dimensions, influences and outcomes"*. Invited Presentation of Thesis Research at: University of Waterloo, School of Engineering.
- Kaarst-Brown, M.L. (1993) *"Five Information Technology Cultural Patterns"*. Invited Presentation of Thesis Research at: University of Alberta, School of Business.
- Kaarst-Brown, M.L. (1993) *"Five Information Technology Cultural Patterns"*. Invited Presentation of Thesis Research at: University of Victoria, School of Business.
- Kaarst-Brown, M.L. (1993) *"Five Information Technology Cultural Patterns"*. Invited Presentation of Thesis Research at Virginia Tech, School of Business.
- Kaarst-Brown, M.L. (1993) *"Five Information Technology Cultural Patterns"*. Invited Presentation of Thesis Research at: Boston College, School of Business.
- Kaarst-Brown, M.L. (1993) *"Five Information Technology Cultural Patterns"*. Invited Presentation of Thesis Research at: Roanoke College, School of Business.
- Kaarst-Brown, M.L. (1993) *"Five Information Technology Cultural Patterns"*. Guest Speaker Series, Schulich School of Business, York University.
- Kaarst-Brown, M.L. (1993) *"Who Do I Want To Be When I Grow Up? Reclaiming Lost Dreams"*. "Women's Alumni Day". Designed seminar, facilitated Schulich School of Business, York University discussion and formulation of strategies for moving forward on important life goals.

Kaarst-Brown, M.L. (1989) *"Performance Management: Establishing Supportive Conditions for Feedback in Purposeful Organizations"*. Report to York University and 8 presentations to management and staff.

York University Working Paper Series (non-refereed)

Kaarst-Brown, M.L. (1993) *"Strategic Information Systems Planning Processes: Aligning with the Challenges of Technological Change"*. Schulich School of Business Working Paper Series # 15-93.

Kaarst-Brown, M.L. (1992) *"Determinants of Centralized/Decentralized Information Technology Structures: An Expanded Contingency Perspective"*. (Revision to award paper). Schulich School of Business Working Paper Series # 22-92.

Trade and Firm Publications, Life Insurance Marketing and Research Association (LIMRA) (1980-1986) including statistical models for measuring quality business and business retention. Details available on request.

Other Papers Under Development

Kaarst-Brown, M.L. "Building A Culture of Risk Awareness and Secure Computing in the Home Environment: The Role of Public Education" (Working Paper).

Siow, J. & Kaarst-Brown, M.L. *"Deconstructing the IT Artifact: Conceptualizing Technology as a Force for Change and Isomorphism"*. Working Paper.

Kaarst-Brown, M.L. *"The Church, the Crown & the Wizard's Guild: Understanding the Politics of IT"* In preparation.

Kaarst-Brown, M.L. & Evaristo, J.R.E. *"Making Sense of the Ubiquitous Internet: Perceptions of ambiguity, hope, uniqueness, and disaster among book retailers"*. Working paper.

Kaarst-Brown, M.L. *"IT Culture Formation, Resistance and Adaptation"*. Working paper.

Kaarst-Brown, M.L. *"Underlying Assumptions about IT: A Dynamic Model of Influences on IT Management"*. (Formerly Cultural Dimensions of IT) Working paper.

Kaarst-Brown, M.L. *"Strategic Information Systems Planning Processes: Aligning With the Challenges of Technological Change in an E-business World"*. Working paper.

Kaarst-Brown, M.L. *"Information Change and Changing Information: Promoting Libraries in Urban Schools"*. In preparation with Dr. Ruth Small and Winnie Barnes Linen.

Kaarst-Brown, M.L. & Wang, C. "Marketing Illusions & the Phantom Competitor: A study of Infrastructure Challenges in a Developing Island Nation" with Chingning Wang. In preparation.

Kaarst-Brown, M.L. *"Interpretive Methods and Quality Management Programs: A success story"*. Working paper.

Evaristo, J.R.E & Kaarst-Brown, M.L. *"Four Competing Perspectives of Internet Adoption Among Book Retailers: From User Satisfaction to Resource Dependence"*. In preparation.

ACADEMIC AWARDS AND HONORS:

Grants

- Spring 2004: Research Grant– \$18,000 National Center for Technology and Law: Critical Infrastructure Project (CIP), George Mason University, Fairfax, VA.
- 2003 & 2004: Snow Foundation Grant for Preparing Librarians in Urban Schools (PLUS) ~\$75,000 with Dr. Ruth Small at Syracuse University.

- 2000: AT&T Grant awarded by Virginia Foundation of Independent Colleges to support new course development in E-business \$2,000
 - 2000: Awarded University of Richmond Summer Research Fellowship (\$ 6,200)
 - 1999: Awarded Summer Research Fellowship Grants (\$ 5,000) by E. Claiborne Robins School of Business, University of Richmond (competition)
 - 1998: Awarded Summer Research Fellowship Grants (\$ 5,000) by E. Claiborne Robins School of Business, University of Richmond (competition)
 - 1997: Awarded Summer Technology Research Grant (\$5,000) by E. Claiborne Robins School of Business, University of Richmond (competition)
 - 1996: Awarded Summer Research Fellowship Grants (\$ 5,000) by E. Claiborne Robins School of Business, University of Richmond (competition)
 - 1996 – 1999: Social Sciences & Humanities Research Council (SSHRC) Research Grant of (\$54,000) for preliminary study into Information Technology Competence. Collaborator with Dr. Blaize Reich (Coordinator - Simon Fraser University, BC), Dr. Izak Benbasat (University of British Columbia, BC) and Dr. Yolande Chan (Queen's University, Ontario).
 - 1995: Awarded University of Richmond Summer Research Fellowship (\$ 6,200)
 - 1993 – 1995: Hewlett Packard Chair Research Grant (UWO) (8,500) with co-researcher Dr. Blaize Reich - Simon Fraser University, Burnaby, B.C
 - 1990 – 1992: Thesis Research "Information Technology and Organizational Culture": Generated 2 -- \$20,000 industry research grants.
- *** Grants Under Review: \$58,000 National Center for Technology and Law: Critical Infrastructure Protection Project (CIP).

Recognition for Research

- Associate Editor, MIS Quarterly (2003-2005)
- Invited to Editorial Board of MISQ Executive, a new journal focused on quality research published for the CIO audience (2001-Present).
- Recipient of the 1999-2000 *Award for Outstanding Research and Scholarship*, E. Claiborne Robins School of Business, University of Richmond.
- Invited to Editorial Board, Special "Electronic Commerce" Year 2000 Issue of Business Quarterly Research. Editor: Dr. D. Thompson, York University, Toronto, Canada.
- Nominated for TIMS/ICIS Doctoral Dissertation Award. Amsterdam, December 1995.
- Nominated by Dissertation Defense Committee (internal and external representatives) for York University "Best Doctoral Dissertation" Award (1995/1996).
- Best Doctoral Student Paper Award for MIS Division – Administrative Science Association of Canada (ASAC –1991)
- Best Overall Doctoral Student Paper Award – Administrative Sciences Association of Canada (ASAC 1991) for "*Determinants of Centralized/Decentralized Information Technology Structures: An Expanded Contingency Perspective*".

Recognition for Teaching

- Recipient of \$1000 PETE Grant) for personal development and innovative use of technology (University of Richmond). (1999)
- Recipient of 1st Annual Award for *Excellence in Teaching, Learning, and Technology*. (University of Richmond) (2000)
- Sponsored by Provost's Office as one of three University of Richmond Representatives at the Associated Colleges of the South (ACS) Summer Teaching Workshop, Rawlings College, Florida. (University of Richmond) (1996)
- Received award for *Teaching Excellence and Contributions to the Quality of Academic Life of the Faculty of Administrative Studies*, York University, (1993-1994)
- Nominated for 2 Best Part-time Teaching Awards (Faculty of Administrative Studies) by OBIR department – (1992/1993 and 1993/1994)

Other Acknowledgements

- Invited to Co-Lead with Eileen Trauth the internal program review for the School of Computer and Information Studies (CIS), PACE University. (2003)
- Funding for Undergraduate Research and Web Design Projects – from Renaissance Worldwide
Negotiated award funding for undergraduate research based on the “best project” per section of UR’s “Essentials of Information Technology course”. Funding equaled approximately \$4,500 - \$5,000 a year. \$500 awards presented to student in each class section with the best IT-related research project presented as a working web site.
- Selected for Junior Faculty Workshop (Organizational Communications and Information Systems Division), Academy of Management, Boston, MA. (1997)
- Selected for Junior Faculty Workshop (Organizational Communications and Information Systems Division), Academy of Management, Vancouver, B.C. (1995)
- Nominated and attended 1993 Academy of Management Doctoral Consortium - Organizational Theory Division. (1993)
- Recipient of 3 Funded Research Assistantships at Schulich School of Business, York University (1988/89; 1989/90; 1992).
- Recipient of York University Graduate Scholarship (Anthony Cunliffe Memorial Scholarship) (1988-1989).
- Research Contract with Ontario Ministry of Labour/Professional Development Institute in Ottawa, Canada (1991)
- Research Contract with Constellation Assurance Company (1989)
- Research Contract with Commercial Union Canada Assurance Company (1988-1989)
- Insurance Marketing and Research Association Award for *Contributions to Quality Business and Research* (1984) and North American Life Assurance Company Award for *Academic Achievement* (1981).

TEACHING INTERESTS: (alphabetical)

Courses or Doctoral Seminars Developed & Taught:

- Organizational and Qualitative Issues in IS Research (Doctoral seminar Spring 2003)
- Enterprise Risk Assessment, Measurement & Management (UG and Graduate)
- International Issues in Information Studies (Graduate and Undergraduate)
- Social/Ethical Issues of Information Technology (Team taught course – Graduate/ Ph.D.)
- Global E-Business Strategies (UG & MBA)
- Essentials of Information Technology in Business (UG)
- Management Principles for Information Management (MBA)
- Management Information Systems (MBA)
- Systems Analysis & Design for the Business Professional (UG and MBA)
- Qualitative Research Design and Methods in IT Research (research design and qualitative methods in doctoral programs at Carnegie I and Carnegie II research universities)

Courses I'm Interested in Developing:

Culture, Knowledge, and Innovation Management
Strategic Information Systems Management (Capstone)
Technology and Innovation Management

EXPERIENCE - TEACHING/RESEARCH:

SYRACUSE UNIVERSITY, School of Information Studies

Acting Director of Masters in Information Management Program (8/2001—8/2002)

- Program development for the Masters of Science in Information Management (Director August 2001

to August 2002) included administration, admissions, marketing, and policy decisions.

Assistant Professor (Fall 2001-present)

- Teach courses focused on the organizational and management issues associated with information management and enterprise risk management
- Work with Doctoral and Masters level students on research projects, independent studies, and assessment of internship experiences.

UNIVERSITY OF RICHMOND, Department of Management Systems, E. Claiborne Robins School of Business

Assistant Professor MIS: (Fall 1994 to Summer, 2001 - 9 credit hours per semester)

- Taught core courses in Management Information Systems at both graduate and undergraduate levels, as well as some executive seminars. Focus of material was on providing a comprehensive overview of technology trends, systems development issues, and implications of technology implementation for organizational members at all levels. Developed and used a framework that incorporated technical, strategic, ethical, human resources and management of change issues.
- Program Development: Engaged in developing and teaching elective courses at both the graduate and undergraduate levels to support creation of an MIS Track within Management Systems. Electives developed include Systems Analysis and Design for the Business Professional and Global Electronic Commerce Strategies. Chaired curriculum revisions to undergraduate program and developed computer tools course. Proposed MIS business minor and Arts and Science Interdisciplinary IT minor.

Executive Development:

- Conducted special program for The Management Institute on emerging issues in Information Technology in Business (1997)
- Prior consulting work (see professional experience).

UNIVERSITY OF WATERLOO, Department of Management Science

Instructor:

(*Summer 1993*) Designed and taught senior elective course for Engineering Masters Program entitled "Business Support Systems". Focused on strategic, technical, human resources, ethical and change implications of BSS (including Telecommunications, Data Base Management, Expert Systems, Decision Support Systems, Office Systems).

YORK UNIVERSITY, Schulich School of Business, Ontario CANADA (*tri-semester curriculum - Fall, Winter, Summer*)

Instructor:

(*Summer 1994*) - 2 Sections of macro "Organizational Analysis" Course, looking at strategy-structure-technology relationships, power, culture, inter and intra-organizational analysis.

(*Winter 1994*) Team Teaching the required first-year undergraduate Business Management and Strategy course (three other instructors). My three sessions focused on strategy-structure-technology relationships in organizations.

(*Winter 1994; Fall 1993 - 2 sections; Summer 1993; Fall 1992; Summer 1992*) Taught core MBA course entitled "Behavioral Components of Organizations". Three new preps due to text and design changes. This course addressed a range of micro and macro concepts from decision-making, learning, and socialization theories, through leadership theory to power, organizational culture, technology, structure, and change management. The impact of information technology on workers, managers, and human resources policies was stressed throughout the course, in addition to basic behavioral theories.

(Fall 1993/Winter 1994; Winter 1993/Fall 1992) Tutorial leader/instructor for experimental first year undergraduate policy course entitled "The Environmental Context of Management" and "The Functions of Organizations" (parts 1 & 2). As of April 1994, supervised 135 individual Undergraduate Research Studies.

(Winter 1993; Fall 1992) Strategy Study Advisor for second year MBA group (8 students) for live field study required for capstone Strategy Formulation Project (Service firm).

(1988-1990) Guest lecturer for Marketing Department, teaching the session on *Culture and Leadership* for second year elective course entitled "Strategic Market Planning".

(1988) Guest lecturer for MIS Department, teaching session on *Paradigms and Their Impact on Implementation Strategies* for second year elective course entitled Management Issues in Office Information Systems.

Course Development: (in addition to personally taught courses)

(1988-1989) Designed and developed new MBA elective course entitled "Women and Men in Organizations" to level of faculty council approval for Professor Patricia Bradshaw, who was on leave due to maternity difficulties.

Research Assistant:

(1993) Contracted by Dean Dezso Horvath, Faculty of Administration, to develop research design, sampling protocol, and questionnaires for evaluating business school performance.

(1989-1990) Assisted Professor David Dimick: researched HRMIS; assisted with development of coding schema, coding and training of alternate coders for research study on career paths and their impact on salary outcomes.

(1987-1988) Assisted Dean Dezso Horvath: reviewed literature on global strategy, structure, and technology relationships; assisted with final editing of book comparing the history of trade and industrial policy in Sweden and Canada.

ONTARIO SOCIETY OF CERTIFIED MANAGEMENT ACCOUNTANTS

Instructor: Taught second year core course for CMA program (3 all-day sessions). Sessions included ethics, group dynamics, leadership, and change management.

SELECTED BUSINESS EXPERIENCE - CONSULTING/MANAGEMENT:

Jan.93 – Present: Researcher and Consultant – Strategic and Information Technology Management

July 85 – Oct. 91: Consultant - Strategic Management

May 86 – Dec. 87: Entrepreneur/Owner-Operator of "Cottage" Jewellery Design Business

Feb. 85 – April 87: Manager - Management Development, North American Life

May 84 – Jan. 85: Agency Operations Consultant, North American Life

Feb. 83 -- April 84: Manager - Business Analysis & Research, North American Life

May 80 – Jan. 83: Project Manager - Computerized Marketing Services, North American Life

June 78 –May 80: Regional Training Manager, North American Life

Sept. 76 – May 78: Branch Office Manager, Standard Life Assurance Company

Feb. 75 – Aug. 76: Financial Analyst, A. Murray Motors

PROFESSIONAL CONTRIBUTIONS AND AFFILIATIONS:

Special Projects:

Associate Editor for MIS Quarterly (2003-2005)

Dean's Envisioning Committee (2003, 2004)

Project Manager: Faculty Overview Book (2003)

Co-Lead PACE University School of Computer and Information Studies, Internal Program Review (2003).

Committee Work:

- SYR – Ph.D. Committee (2002-2003)
- SYR – Curriculum Committee (2001-2004)
- SYR – Security & Assurance Curriculum Development Team (2002-2003)
- SYR – Executive Committee (2001-2002)
- UR – Library and Information Studies Committee (2000)
- UR – ECRSB - Interdisciplinary program committee for E-commerce and Law Symposium (Summer 2000)
- UR – Member Quest 2000 Steering Committee (1999 to 2001)
- UR – IT Standards Committee, 1999 to 2001.
- UR – Judicial Pool, 1998 to 2001.
- UR – ECRSB Enrollment Management Committee, 1998-1999.
- UR – ECRSB Instructional Resources Committee (1997- 2000)
- UR – Academic Advisor for first and second year students who have not yet declared a major (1995-2001). Major advisor (2000-2001)
- UR – ECRSB Undergraduate Curriculum Committee (1995-1997) **Chair - Fall 1996.**
- UR – ECRSB Special Task Force on Undergraduate Business Education (1994-1995).
- Executive Council, Schulich School of Business, York University (1989-1991)
- Faculty Council (Ph.D. Student Assoc. Representative), York University (1989-1991)
- Ph.D. Program Executive Committee, Schulich School of Business, York University (Developed proposal for a required Ph.D. writing tutorial - approved and implemented for 1991) (1989-1991)
- Graduate Council, Schulich School of Business, York University (1989-1990)
- Financial Services Curriculum Committee, Schulich School of Business, York University (1989)
- Toronto Ethics and Practices Committee of the Toronto Life Underwriter's Association - (Developed Class 16 on Ethics and Replacement of Business) (1985-1987)
- Company Representative (elected) on Life Insurance Marketing and Research Association's Quality business and Research Committee (LIMRA - a non-profit international insurance research association) (1983 and 1984)

Professional Associations:

- SIM – Society for Information Management (1998 – present)
- Beta Gamma Sigma Honors Business Association (2000)
- TIMS (1992 - present)
- Academy of Management (1992 - present)
- Association of Information Systems (AIS) (1994 - present)
- Decision Sciences Institute (DSI) (1995 - 1998)
- Administrative Sciences Association of Canada (1988 - 1994; 1996-1997, 2000)
- Ph.D. Student Association, York University (1988 - 1995)

Editorial/Reviewer Contributions:

- Associate Editor MIS Quarterly (2003-2005)
- Editorial Board MIS Quarterly Executive (2001 to present).
- Reviewer for Journal of Global Information Management (JGIM) 2001 to present.
- Reviewer for IEEE Special Issue on Cross-Cultural Management.
- Reviewer for MIS Quarterly (MISQ) 1996 - present, including special issues on qualitative research.
- Reviewer for Information, Technology and People (ITP) - 1998 to present
- Reviewer for Information & Organization (formerly Accounting, Management and Information Technology – AMIT) - 1998 to present
- Reviewer for International Conference on Information Systems (ICIS) 1994 - present
- Reviewer for Information Systems and Research (ISR) 1996 - present.

- Reviewer for Academy of Management - Organizational Communications and Information Technology Division (OCIS) 1996
- Reviewer for MIS Introductory Texts and support materials 1996-2000
- Reviewer for text books on Strategic Management (Prentice-Hall) 1995 - present.
- Reviewer for ASAC - OB/OT and MIS divisions 1989-1996.

PERSONAL INTERESTS:

Travel, reading, quilting, yoga, dragon collecting, and philosophy -- as time permits.