

## VISWANATH VENKATESH

Professor and George and Boyce Billingsley Chair in Information Systems  
Department of Information Systems, Walton College of Business  
University of Arkansas, Fayetteville, AR 72701  
Phone: 479-575-3869; Cell: 240-353-6666; Fax: 479-575-3689  
Email: [vvenkatesh@vvenkatesh.us](mailto:vvenkatesh@vvenkatesh.us); URL: <http://vvenkatesh.com>  
URL for web site on research: <http://vvenkatesh.com/it>

Viswanath Venkatesh is a Professor and the first holder of the George and Boyce Billingsley Chair in Information Systems at the Walton College of Business, University of Arkansas, where he has been since June 2004. Prior to that, he was the first Tyser Fellow and an Associate Professor at the Smith School of Business, University of Maryland. He completed his Ph.D. in Information and Decision Sciences at the University of Minnesota in 1997.

His research focuses on understanding the diffusion of technologies in organizations and society by focusing on complex technology implementations (e.g., ERP), business process change, social networks, end-user training, user acceptance, gender and age differences, usability, and online consumer behavior. For over a decade, he has worked with several companies and government agencies in different capacities ranging from a systems engineer to a special consultant to the Vice-President, and conducted scientific studies of real world phenomena. The total sponsorship of his research has been about \$10M, including funding from government agencies, such as the NSF and DOT. His research has been published in leading information systems, organizational behavior, and psychology journals including *Management Science*, *MIS Quarterly*, *Information Systems Research*, *Communications of the ACM*, *Organizational Behavior and Human Decision Processes*, *Journal of Marketing*, *Personnel Psychology*, *Decision Sciences*, and *International Journal of Human-Computer Studies*. His articles have been cited over 4,800 times per Google Scholar and over 1,700 times per Web of Science.

He has taught undergraduate, MBA, executive MBA, PhD, and executive seminars since 1996 at the University of Arkansas, University of Maryland, University of Minnesota, Indian School of Business, Helsinki School of Economics, Hong Kong University of Science and Technology, and several organizations. He has taught courses on various topics including application development, systems analysis and design, and telecommunications. Student evaluations of his teaching have always rated him to be among the very best instructors at the various colleges that he has taught. He has received various teaching awards at the school and university levels.

His current leadership role at Arkansas is serving as the director of the information systems PhD program. His leadership roles at Maryland included being the Director of the MBA Consulting Program, and undergraduate curricular development and redesign. He has performed substantial internal service on committees at the university, school, and department levels. He has served the academic community in editorial and reviewer roles. He is currently a Senior Editor at *Information Systems Research* and is also serving as Associate Editor on the boards of *Management Science* and *Decision Sciences Journal*. He is also serving on the editorial review board of *Productions and Operations Management*. He has served as an Associate Editor and guest Senior Editor on the boards other journals, such as *MIS Quarterly*, *Information Systems Research*, and *Journal of AIS*. *MIS Quarterly* named him "Reviewer of the Year" in 1999.

He has been named to *Marquis' Who's Who in the World, America, and/or Science and Technology* since 2007.

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URL for web site on research: <http://vvenkatesh.com/it>

### I. PROFESSIONAL EXPERIENCE

- Summer 2004-present Professor and George and Boyce Billingsley Chair in Information Systems  
Department of Information Systems  
Walton College of Business, University of Arkansas, Fayetteville, AR  
**Highlights:** Early promotion to Professor; Holder of an Endowed Chair; Information Systems PhD Program Director; High teaching evaluations.
- Fall 2002-Spring 2004 Associate Professor, Tyser Fellow, and Director of MBA Consulting  
Decision and Information Technologies Department  
Smith School of Business, University of Maryland, College Park, MD  
**Highlights:** Early promotion to Associate Professor; Identifying and scoping about 35 consulting projects (per year) for MBA teams; High teaching evaluations.
- Summer 1997-Summer 2002 Assistant Professor and Tyser Fellow  
Decision and Information Technologies Department  
Smith School of Business, University of Maryland, College Park, MD  
**Highlights:** Named 1<sup>st</sup> Tyser Fellow in 1999 based on research output; Led curricular changes in UG program; High teaching evaluations.

### II. ACADEMIC BACKGROUND

- Ph.D.** University of Minnesota  
1993-1997 Major: Information and Decision Sciences; Supporting Field: Psychology
- Graduate Program** Temple University, Philadelphia  
1991-1993 Major: Information Systems
- Undergraduate** PSG College, Bharathiar University, India  
1987-1991 Major: Computer Science and Engineering

### III. RESEARCH

#### Journal Articles

1. Venkatesh, V., Brown, S.A., Maruping, L.M., and Bala, H. "Predicting Different Conceptualizations of System Use: The Competing Roles of Behavioral Intention, Facilitating Conditions, and Behavioral Expectation," *MIS Quarterly*, forthcoming.
2. Sykes, T.A., Venkatesh, V., and Gosain, S. "Model of Acceptance with Peer Support: A Social Network Perspective to Understand Individual-level System Use," *MIS Quarterly*, forthcoming.

3. Morris, M.G. and Venkatesh, V. "Enterprise Resource Planning Systems Implementation and Organizational Change: Impacts on Job Characteristics and Job Satisfaction," *MIS Quarterly*, conditional accept.
4. Bala, H., Venkatesh, V., Venkatraman, S., Bates, J., and Brown, S.H. "Disaster Response in Health Care: A Design Extension for Enterprise Data Warehouse," *Communications of the ACM*, forthcoming.
5. Venkatraman, S., Bala, H., Venkatesh, V., and Bates, J. "Electronic Medical Records Systems: Six Strategies for Development and Improvement," *Communications of the ACM*, forthcoming.
6. Venkatesh, V. and Bala, H. "Technology Acceptance Model 3 and a Research Agenda on Interventions," *Decision Sciences* (39:2), 2008, 273-315.
7. Brown, S.A., Venkatesh, V., Kuruzovich, J.N., and Massey, A.P. "Expectation Confirmation: An Examination of Three Competing Models," *Organizational Behavior and Human Decision Processes* (105), 2008, 52-66.
8. Bala, H. and Venkatesh, V. "Assimilation of Interorganizational Business Process Standards," *Information Systems Research* (18:3), 2007, 340-362.
9. Venkatesh, V. and Bala, H. "Adoption of Interorganizational Business Process Standards in Business-to-Business Integration: An Exploratory Study," *Systèmes d'Information et Management*, (12:2), 2007, 53-78.
10. Venkatesh, V., Bala, H., Venkatraman, S., and Bates, J. "Enterprise Architecture Maturity: The Story of the Veterans Health Administration," *MIS Quarterly Executive* (6:2), 2007, 79-90.
11. Venkatesh, V., Davis, F.D., and Morris, M.G. "Dead or Alive? The Evolution, Trajectory, and Future of Technology Adoption Research," *Journal of the AIS* (8:4), 2007, 267-286.
12. Venkatesh, V. "Where to go from Here? Thoughts for Future Directions for Research on Individual-level Technology Adoption with a focus on Decision-making," *Decision Sciences* (37:4), 2006, 497-518.
13. Brown, S.A., Venkatesh, V., and Bala, H. "Household Technology Use: Integrating Household Lifecycle and the Model of Adoption of Technology in Households," *The Information Society* (22:4), 2006, 205-218.
14. Venkatesh, V., Maruping, L.M., and Brown, S.A. "Role of Time in Self-prediction of Behavior," *Organizational Behavior and Human Decision Processes* (100:2), 2006, 160-176.
15. Venkatesh, V. and Ramesh, V. "Web and Wireless Site Usability: Understanding Differences and Modeling Use," *MIS Quarterly* (30:1), 2006, 181-206.
16. Venkatesh, V. and Agarwal, R. "From Visitors to Customers: A Usability-Centric Perspective on Purchase Behavior in Electronic Channels," *Management Science* (52:3), 2006, 367-382.
17. Brown, S.A. and Venkatesh, V. "Model of Adoption of Technology in the Household: A Baseline Model Test and Extension Incorporating Household Life Cycle," *MIS Quarterly* (29:3), 2005, 399-426.

18. Morris, M.G., Venkatesh, V., and Ackerman, P.L. "Gender and Age in Technology Adoption and Usage Decisions: Toward the Emergence of a Unisex Work Force," *IEEE Transactions on Engineering Management* (52:1), 2005, 69-84.
19. Venkatesh, V., Morris, M.G., Sykes, T.A., and Ackerman, P.L. "Individual Reactions to New Technologies in the Workplace: The Role of Gender as a Psychological Construct," *Journal of Applied Social Psychology* (34:3), 2004, 445-467.
20. Davis, F.D. and Venkatesh, V. "Toward Preprototype User Acceptance Testing of New Information Systems: Implications for Software Project Management," *IEEE Transactions on Engineering Management* (51:1), 2004, 31-46.
21. Venkatesh, V., Ramesh, V., and Massey, A. "'e' ≠ 'm': Ramifications for Wireless Design," *Communications of the ACM* (46:12), 2003, 53-56.
22. Venkatesh, V., Morris, M.G., Davis, F.D., and Davis, G.B. "User Acceptance of Information Technology: Toward a Unified View," *MIS Quarterly* (27:3), 2003, 425-478.
23. Brown, S.A. and Venkatesh, V. "Bringing Non-Adopters Along: The Challenge Facing the PC Industry," *Communications of the ACM* (46:3), 2003, 76-80.
24. Venkatesh, V. and Johnson, P. "Social Richness, Telepresence, and User Acceptance: A Longitudinal Field Study of Telecommuting Technology Implementations," *Personnel Psychology* (55:3), 2002, 661-688.
25. Speier, C. and Venkatesh, V. "The Hidden Minefields in Adoption of Sales Force Automation Technologies," *Journal of Marketing* (66:3), 2002, 98-111.
26. Agarwal, R. and Venkatesh, V. "Assessing a Firm's Web Presence: A Heuristic Evaluation Procedure for the Measurement of Usability," *Information Systems Research* (13:2), 2002, 168-186.
27. Venkatesh, V., Speier, C., and Morris, M.G. "User Acceptance Enablers in Individual Decision-Making about Technology: Toward an Integrated Model," *Decision Sciences* (33:2), 2002, 297-316.
28. Carswell, A.D. and Venkatesh, V. "Learner Outcomes in an Asynchronous Distance Education Environment," *International Journal of Human-Computer Studies* (56:5), 2002, 475-494.
29. Venkatesh, V. and Brown, S.A. "A Longitudinal Investigation of Personal Computer Adoption in Homes: Adoption Determinants and Emerging Challenges," *MIS Quarterly* (25:1), 2001, 71-102.
30. Venkatesh, V. and Davis, F.D. "A Theoretical Extension of the Technology Acceptance Model: Four Longitudinal Field Studies," *Management Science* (46:2), 2000, 186-204.
31. Venkatesh, V. "Determinants of Perceived Ease of Use: Integrating Perceived Behavioral Control, Computer Anxiety and Enjoyment into the Technology Acceptance Model," *Information Systems Research* (11:4), 2000, 342-365.
32. Venkatesh, V. and Morris, M.G. "Why Don't Men Ever Stop to Ask For Directions? Gender, Social Influence, and Their Role in Technology Acceptance and Usage Behavior," *MIS Quarterly* (24:1), 2000, 115-139.

33. Venkatesh, V., Morris, M.G., and Ackerman, P.L. "A Longitudinal Field Investigation of Gender Differences in Individual Technology Adoption Decision Making Processes," *Organizational Behavior and Human Decision Processes* (83:1), 2000, 33-60.
34. Venkatesh, V. and Speier, C. "Creating an Effective Training Environment for Enhancing Telework," *International Journal of Human-Computer Studies* (52:6), 2000, 991-1005.
35. Morris, M.G. and Venkatesh, V. "Age Differences in Technology Adoption Decisions: Implications for a Changing Workforce," *Personnel Psychology* (53:2), 2000, 375-403.
36. Venkatesh, V. "Creation of Favorable User Perceptions: The Role of Intrinsic Motivation," *MIS Quarterly* (23:2), 1999, 239-260.
37. Venkatesh, V. and Speier, C. "Computer Technology Training in the Workplace: A Longitudinal Investigation of the Effect of Mood," *Organizational Behavior and Human Decision Processes* (79:1), 1999, 1-28.
38. Venkatesh, V. and Davis, F.D. "A Model of the Antecedents of Perceived Ease of Use: Development and Test," *Decision Sciences* (27:3), 1996, 451-481.
39. Davis, F.D. and Venkatesh, V. "A Critical Assessment of Potential Measurement Biases in the Technology Acceptance Model: Three Experiments," *International Journal of Human-Computer Studies* (45:1), 1996, 19-45.

#### **Papers in "Revise and Resubmit" Status**

Not listed to facilitate blind review

#### **Papers in First Round of Review**

Not listed to facilitate blind review

#### **Conference Presentations and Proceedings**

##### ***Invited Presentations***

1. "Digital Divide," *Third MIS Symposium*, Korea University, Seoul, Korea, July 2008.
2. "Dead or Alive: Future of Technology Adoption Research," *Keynote, Conference on Technology Acceptance and Use*, University of Twente, Enschede, Netherlands, December 2007.
3. "E-commerce Usability: Web and Wireless," *Information Systems Division Keynote, Administrative Sciences Association of Canada Conference*, Banff, Canada, June 2006.

##### ***Refereed Proceedings/presentations***

1. Sykes, T.A., Venkatesh, V., and Johnson, J.L. "Enterprise System Implementation: Personality, System-related Advice Networks, and Job Performance," *Proceedings of the International Conference on Information Systems*, Montreal, Canada, December 2007.
2. Bala, H. and Venkatesh, V. "Adoption of Interorganizational Business Process Standards," *Information Systems Research—Special Issue on the Digitally-extended Enterprise in a Global Economy*, University of Michigan, Ann Arbor, March 2006.
3. Venkatesh, V., Davis, F.D., and Morris, M.G. "Dead or Alive? Future of Technology Adoption Research," *Gordon B. Davis Symposium*, University of Minnesota, May 2005.

4. Venkatesh, V. (Panel Moderator and Panelist), "Does Technology Adoption Research Have a Future?" *Decision Sciences International Conference*, Boston, November 2004 (Other panelists: Davis, F.D., Morris, M.G.).
5. Bartol, K.M., Williamson, I.O., Venkatesh, V., and Liu, W. "A Study of Entry-Level Information Technology Workers: Employee Expectations and Job Perceptions," *International Conference on Information Systems*, Barcelona, Spain, December 2002.
6. Bartol, K.M., Liu, W., Williamson, I.O., and Venkatesh, V. "Antecedents and Outcomes of Perceived Organizational Support: Examination of a Mediating Model," *Society for Industrial Organizational Psychology Annual Meeting*, Toronto, 2002.
7. Venkatesh, V. (Panelist), "Addressing the IT Skills Crisis: Gender and the IT Profession," *International Conference on Information Systems*, Brisbane, Australia, December 2000 (Other panelists: Lee, D., Trauth, E., von Hellens, L., Morris, M.G., Nielsen, S.).
8. Venkatesh, V., Morris, M.G., Sykes, T.A., and Ackerman, P.L. "Technology Acceptance and Gender: The Role of Gender as a Psychological Construct," *Academy of Management Conference*, Toronto, Canada, August 2000.
9. Davis, F.D. and Venkatesh, V. "Pre-prototype User Acceptance Testing," *Maryland Information Systems Workshop*, April 1997.
10. Venkatesh, V. and Brown, S.A. "User Acceptance of Information Technology: Inside the American Home," *Proc. of the International Conference on Information Systems*, December 1996, 474.
11. Yi, M.Y. and Venkatesh, V. "Role of Computer Self-Efficacy in Predicting User Acceptance and Use of Information Technology," *Proc. of the Americas Conference on Information Systems*, Phoenix, AZ, August 1996, 244-246.
12. Davis, F.D. and Venkatesh, V. "Measuring User Acceptance of Emerging Information Technologies: An Assessment of Possible Method Biases," *Proc. of the Hawaii International Conference on System Sciences*, January 1995, 729-736.
13. Venkatesh, V. and Davis, F.D. "Modeling the Determinants of Perceived Ease of Use," *Proc. of the International Conference on Information Systems*, Vancouver, Canada, December 1994, 213-227.

#### **Other Research Contributions: White Papers and Briefings**

Venkatesh, V. "Business Process Standards: Deployment, Readiness, and Success," *Center for Information Systems Research, Sloan School of Management, MIT, Research Briefing (VII: 2B)*, July 2007.

#### **Manuscripts In-preparation**

1. Bala, H., Venkatesh, V., Venkatraman, S., and Bates, J. "If the Worst Happens: Five Strategies for Developing and Leveraging Information Technology-enabled Disaster Response in Health Care."
2. Magni, M., Taylor, S.M., and Venkatesh, V. "'To Play or Not to Play': A Cross-temporal Investigation Using Hedonic and Instrumental Perspectives to Explain User Intention to Explore a Technology."

3. Venkatesh, V. and Bala, H. "Employee Reactions to Health Care Supply Chain Management System Implementation and Process Change."
4. Maruping, L.M., Agarwal, R., and Venkatesh, V. "Adaptive Performance in Software Development Teams: The Role of Agile Practices."
5. Venkatesh, V., Bala, H., Sykes, T.A., and Sambamurthy, V. "Organizational Innovation in India: A Multi-method Longitudinal Field Study."
6. Maruping, L.M., Venkatesh, V., and Morris, M.G. "Time and the Effects of Surface- and Deep-level Similarities on Performance Appraisal."
7. Venkatesh, V., Brown, S.A., and Bala, H. "Qualitative Versus Quantitative Data: Guidelines for Research."
8. Venkatesh, V., Morris, M.G., and Maruping, L. "Technology Use and Job Performance: The Transformational Value of Information Technology."
9. Bartol, K., Liu, W., Williamson, I.O., and Venkatesh, V. "Perceived Organizational Support among Professional Workers: Antecedents, Consequences, and Moderating Influences."
10. Venkatesh, V. and Speier, C. "A Nomological Network of System Success and Job Outcomes: A Longitudinal Field Study."
11. Venkatesh, V. and Speier, C. "Shopping on the Internet: Why Do Consumers Buy?"
12. Venkatesh, V., Davis, F.D., and Morris, M.G. "Technology Usage: Do Self-reports Reflect Actual Usage?"
13. Venkatesh, V., Davis, F.D., and Morris, M.G. "Habit: Clarifying the Construct and Expanding its Measurement."
14. Darcy, D.P., Venkatesh, V., and Maruping, L.M. "An Integrated Model of Training Outcomes: An Empirical Test of Colquitt et al. (2000)."

### **Research Presentations**

#### *Digital Divide*

Korea University (Jul 2008), also listed under conference presentations

#### *Adoption, Use, and Consequences of Consumer Technologies*

Nanyang Technological University (May 2008)

University of California, Irvine (Mar 2008)

University of Hawaii (Mar 2008)

Arizona State University (Mar 2008)

University of Minnesota (Nov 2007)

#### *Social Networks*

City University of Hong Kong (Jul 2007)

Hong Kong Polytechnic University (Jul 2007)

University of Maryland (Apr 2007), *Information Systems Research* Special Issue Workshop

Rensselaer Polytechnic Institute (Feb 2007)

#### *Business Process Standards: Deployment, Readiness, and Success*

MIT (May 2007), Sponsors Board Meeting, *Center for Information Systems Research*

MIT (Apr 2007)

MIT (Feb 2007)

MIT (July 2006)

*Adoption of Interorganizational Business Process Standards*

Georgia State University (Mar 2007)

University of Wisconsin-Milwaukee (Sep 2006)

City University of Hong Kong (Jun 2006)

University of Michigan (Mar 2006), *Information Systems Research* Special Issue Workshop

Michigan State University (Feb 2006)

University of California-Riverside (Feb 2006)

University of Arizona (Jan 2006)

*Dead or Alive? Future of Technology Adoption Research*

Australian National University (Jul 2008)

University of Twente (Dec 2007), also listed under conference presentations

Temple University (Dec 2005)

Georgia State University (Oct 2005)

*Usability*

City University of Hong Kong (Jul 2005)

University of Utah (Apr 2005)

University of Houston (Apr 2005)

Indiana University (Mar 2005)

*A Longitudinal Field Investigation of New Technology Implementation: Job Scope Changes and their Influence on Job Outcomes*

Hong Kong University of Science and Technology (Mar 2004)

City University of Hong Kong (Mar 2004)

Washington State University (Dec 2003)

Texas A&M University (Dec 2003)

University of Arkansas (Apr 2003)

University of Minnesota (Jan 2002)

University of Oklahoma (Nov 2001)

*Technology Acceptance Model: Past, Present, and Future*

University of Texas at Austin and Indiana University (Oct 2000)—via videoconference

*User Acceptance of Information Technology: Toward a Unified View*

University of Arkansas (Oct 2000)

*Shopping on the Internet: Why Do Consumers Buy?*

University of Minnesota (Feb 2000)

*Leveraging Games in Training: The Role of Intrinsic Motivation*

University of Maryland, Baltimore County (Feb 1999)

*Technology Training in the Workplace: A Longitudinal Investigation of the Effect of Mood*

University of Maryland (Nov 1998)

*Creation of Favorable User Perceptions: Role of Intrinsic Motivation*

Indiana University (May 1998)

*Intrinsic Motivation, Training, and User Perceptions*

United States Air Force, Dayton (Apr 1998)

*User Acceptance of Information Technology: A Unified View*  
University of Minnesota (Apr 1996)

*Modeling the Determinants of Perceived Ease of Use*  
University of Minnesota (Nov 1994)

*Pre-prototype User Acceptance Testing*  
University of Minnesota (Feb 1994)

### **Sponsored Research Grants**

*Note: Most of my research activities have been typically sponsored by the participating organization and have totaled over \$10M. Grants listed here are other research grants received.*

- Lattanze Center, Loyola College of Maryland, 2007-'08, \$5,000 (co-PI); "Helping the Underprivileged in India: Individual Characteristics, Social Networks, and Citizen Outcomes," with T.A.Sykes.
- Bank of America, 2007, \$10,000 (PI); "Impact of Information and Communication Technologies Implementation in the Banking Industry in Developing Countries."
- Veterans Health Administration, 2005-'06, \$30,000 (PI); "Data Warehouse Management."
- National Science Foundation, 2001-'03, \$673,959 (co-PI); "Understanding Female and Minority Retention and Success in the IT Workplace: Total Rewards and Social Networks Perspective," with K.Bartol and I.Williamson.
- Department of Transportation, 1998, \$50,000 (co-investigator); "Value-Added Services in Department of Transportation," with F.Davis and E.Abels.
- Lucent Technologies, 1997, \$20,000 (co-investigator); "User Acceptance of Emerging Technologies," with F.Davis.
- Thesis Cost Fellowship, University of Minnesota, 1996-'97, \$2,000.
- Dissertation Special Grant, University of Minnesota, 1996-'97, \$1,000.
- Doctoral Dissertation Fellowship (awarded only to six students), Carlson School of Management, 1996-'97, \$15,000.
- Summer Fellowship, Carlson School of Management, 1994, 1995 and 1996, \$3,000/year.
- Summer Fellowship, Temple University, 1993, \$1,000.

### **Awards, Honors, and Other Research Accomplishments**

- Over 4,800 citations per Google Scholars and over 1,700 citations per Web of Science.
- Venkatesh and Davis (1996) was ranked 8<sup>th</sup> most cited of all *Decision Sciences* articles (1970-2005). Currently, this paper is the 3<sup>rd</sup> most cited of all *Decision Sciences* articles.
- Named to *Marquis' Who's Who in the World, America, and/or Science and Technology* since 2007.
- Faculty Research Excellence Award, Walton College of Business, University of Arkansas, 2006.

- Ranked 12<sup>th</sup> most productive researcher in IS (Huang and Hsu 2005, *CAIS*).
- Ranked most productive for research on the technology acceptance model (Lee et al. 2003, *CAIS*).
- ISI Essential Science Indicators recognized “A Theoretical...” (*Management Science* 2000) as the paper with the highest percent increase in citations for the period of Aug-Oct 2003.
- The article “Telecommuting Technology...” in *Personnel Psychology* was nominated for the *William A. Owens Scholarly Achievement Award* for the best publication in a refereed article in the field of industrial and organizational psychology, 2002 (one of 18 articles nominated).
- Editorial by Joannie Wexler in *Sloan Management Review* (Vol. 42, Number 3, 2001, p.17) about *Information Systems Research* (2000) article.
- Recognitions and research findings have been reported in local and national newspapers, including *Washington Post*.
- Smith School’s first “Tyser Fellow”—appointed in 1999.
- Selected to Ernst and Young ICIS Doctoral Consortium, Cleveland, 1996.
- Engineers’ Day Honor, PSG College of Technology, India, 1990.

#### **Other Research-related Appointments**

- Visiting Professor, Australian National University, July 2008 (10 days)
- Visiting Professor, Hong Kong University of Science and Technology, May-July 2008 (2 months).
- Visiting Professor, University of Hawaii, March 2008 (2 weeks).
- Visiting Professor, Hong Kong University of Science and Technology, June-August 2007 (2 months).
- Visiting Scholar, MIT, Spring 2007.
- Visiting Professor, Hong Kong University of Science and Technology, June-July 2006 (1½ months).
- Visiting Professor, Hong Kong University of Science and Technology, June-July 2005 (1 month).
- Visiting Professor, Hong Kong University of Science and Technology, June-July 2004 (1 month).

### **IV. TEACHING**

#### **Major Curriculum Redesign**

- Benchmarked ISYS PhD program against aspirational peers, and developed and implemented several changes, Walton College, 2004-'05.
- Led efforts to implement test-out procedures for computer skills course in the Smith School.
- Led benchmarking IS curriculum: 1997, 1998, 2001.

- Led efforts to restructure IS core course (BMGT301) into two courses: conceptual course (BMGT 305) and skills course (BMGT 201) in 1997-'98.
- Led efforts to change core requirements in the UG IS curriculum:
  - 2000-'01: Incorporating application development course in the core.
  - 2001-'02: Incorporating SA&D and database courses in the core.

### **New Course Design**

- ISYS 6333, PhD, Individual-level Research in IS
- ISYS 6333, PhD, Survey of IS Research
- ISYS 6123, PhD, Research Projects
- ISYS 4003H, UG, Honors Research Project Preparation
- BMGT798A, MBA elective, Business Application Development
- BMGT798Z, MBA elective, Electronic Commerce Applications
- BMGT406, UG upper-level elective, Electronic Commerce Applications
- BMGT808I, PhD elective, Seminar in Information Systems
- 3-day executive education on Electronic Commerce Applications, part of the 18-day E-Business Certification Program at American Management Systems

### **Major Re-design of Existing Courses**

- ISYS 5623, PhD, Statistical Analysis
- ISYS 5423, MS, Systems Analysis and Design
- ISYS 3293, UG, Systems Analysis and Design
- BMGT798B, MBA elective, Business Problem Solving
- BMGT726, MBA elective, Business Telecommunications
- BMGT405, UG upper-level elective, Business Telecommunications
- BMGT302, UG elective (now part of the core), Programming Business Applications
- BMGT301 (now BMGT305), UG core, Survey of Information Systems

### **Courses Taught and Student Evaluations**

Semester	Level	Course title	Approx # (students)	Evaluations (out of 5.0)
Spring 2008	PhD	Colloquium (ISYS 6011)	10	NA
Fall 2007	PhD	Information Systems Projects (ISYS 6123)	10	NA
	PhD	Colloquium (ISYS 6011)	12	NA
	MS	Systems Analysis and Design (ISYS 5423)—FT section	15	4.84
	MS	Systems Analysis and Design (ISYS 5423)—PT section	15	4.71
Spring 2007	PhD	Statistical Analysis (ISYS 5623)	12	4.89
	PhD	Colloquium (ISYS 6011)	10	NA
Fall 2006	PhD	Survey of Information Systems Research (ISYS 6333)	7	4.97
	PhD	Colloquium (ISYS 6011)	10	NA
	MS	Systems Analysis and Design (ISYS 5423)—FT section	15	4.73
	MS	Systems Analysis and Design (ISYS 5423)—PT section	15	4.61

Semester	Level	Course title	Approx # (students)	Evaluations (out of 5.0)
Spring 2006	PhD	Colloquium (ISYS 6011)	10	NA
Fall 2005	PhD	Survey of Information Systems Research (ISYS 6333)	6	5.00
	PhD	Colloquium (ISYS 6011)	10	NA
	MS	Systems Analysis and Design (ISYS 5423)—FT section	11	4.90
	MS	Systems Analysis and Design (ISYS 5423)—PT section	12	4.70
Spring 2005	PhD	Colloquium (ISYS 6011)	10	NA
Fall 2004	PhD	Survey of Information Systems Research (ISYS 6333)	4	4.77
	PhD	Information Systems Projects (ISYS 6123)	4	4.71
	PhD	Colloquium (ISYS 6011)	10	NA
	UG	Information Systems Research Projects (ISYS 4003—Honors)	3	4.10
<b>Prior Teaching: University of Maryland</b>				
Spring 2003	EMBA	Leveraging IT for Competitive Advantage (BMGT 798)	60	NA
	UG	Electronic Commerce Applications (BMGT 406)	35	4.82
	UG	Electronic Commerce Applications (BMGT 406)	25	4.81
Fall 2002	UG	Programming Business Applications (BMGT 302)	40	4.86
	UG	Programming Business Applications (BMGT 302)	40	4.85
	UG	Programming Business Applications (BMGT 302)	40	4.83
Spring 2002	UG	Electronic Commerce Applications (BMGT 406)	40	4.77
	UG	Electronic Commerce Applications (BMGT 406)	40	4.77
Fall 2001	UG	Programming Business Applications (BMGT 302)	40	4.78
	UG	Programming Business Applications (BMGT 302)	40	4.74
	UG	Programming Business Applications (BMGT 302)	40	4.71
	PhD	Seminar in Information Systems (BMGT 808I)	5	N/A
Spring 2001	Exec Ed	3-day E-Business Course @ American Mgmt Systems (AMS)	17	4.90
	UG	Electronic Commerce Applications (BMGT 406)	40	4.86
	UG	Electronic Commerce Applications (BMGT 406)	40	4.78
	UG	Programming Business Applications (BMGT 302)	40	4.89
	UG	Programming Business Applications (BMGT 302)	40	4.79
Fall 2000	UG	Programming Business Applications (BMGT 302)	40	4.77
	UG	Programming Business Applications (BMGT 302)	40	4.69
Spring 2000	MBA	Electronic Commerce Applications (BMGT 798Z)	35	4.64
	UG	Electronic Commerce Applications (BMGT 406)	40	4.80
	UG	Electronic Commerce Applications (BMGT 406)	40	4.67
	UG	Programming Business Applications (BMGT 302)	40	4.76
	UG	Programming Business Applications (BMGT 302)	40	4.72
Winter 2000	MBA	Electronic Commerce Applications (BMGT 798Z)	30	4.38
Fall 1999	UG	Programming Business Applications (BMGT 302)	40	4.69
	UG	Programming Business Applications (BMGT 302)	40	4.66
Winter 1999	MBA	Business Application Development (BMGT 798A)	25	4.83
	MBA	Business Application Development (BMGT 798A)	25	4.78
Fall 1998	PhD	Seminar in Information Systems (BMGT 808I)	4	NA
	UG	Programming Business Applications (BMGT 302)	40	4.85
	UG	Programming Business Applications (BMGT 302)	40	4.81
Spring 1998	UG	Business Telecommunications (BMGT 405)	40	4.75
	UG	Programming Business Applications (BMGT 302)	40	4.80
	UG	Programming Business Applications (BMGT 302)	40	4.75
January 1998	MBA	Business Problem Solving (BMGT 798B)	35	4.32
	MBA	Business Problem Solving (BMGT 798B)	35	
Fall 1997	UG	Programming Business Applications (BMGT 302)	40	4.93
	UG	Programming Business Applications (BMGT 302)	40	4.72

Semester	Level	Course title	Approx # (students)	Evaluations (out of 5.0)
Summer 1997	MBA	Business Telecommunications (BMGT 726)	40	3.87
	UG	Survey of Information Systems (BMGT 301)	25	4.92
<b>Prior Teaching: University of Minnesota</b>				<b>(out of 7.0)</b>
Summer 1996	UG	Information Systems and Information Management (IDSC3030)	30	6.4
Spring 1996	UG	Fundamentals of Information Development and Use (IDSC1010)	45	6.4
Winter 1996	UG	Fundamentals of Information Development and Use (IDSC1010)	45	6.3
Fall 1995	UG	Fundamentals of Information Development and Use (IDSC1010)	45	6.4

### Grants, Awards, Honors, and Other Teaching Accomplishments

- Microsoft Software Grant, \$100,000 (for use in EMBA in College Park, MD and Beijing, China).
- Microsoft Software Grant, \$60,000 (for use in BMGT302).
- Krowe Award for General Teaching Excellence, Smith School of Business, 2003.
- Celebrating Teachers Award (university-level award), University of Maryland, 2002.
- Krowe Award for Teaching Innovation, Smith School of Business, 2001, \$2,000.
- BMGT406, Undergraduate E-commerce Course was featured in *CNN* in Spring 2000.
- Krowe Award for General Teaching Excellence, Smith School of Business, 2000, \$4,000.
- Krowe Award for Teaching Innovation, Smith School of Business, 1998, \$1,000.
- Highest average teaching rating at the entire Smith School in the AY 2002-'03 (first time the Smith School announced this).
- Annual and Semester Teaching Excellence Recognition at the Smith School:
  - Highest teaching evaluations in the entire school for AY 2002-'03.
  - Fall 2002, Spring 2002, Fall 2001, Spring 2001, Fall 2000, Spring 2000, Fall 1999, Spring 1999, Fall 1998, Spring 1998, Fall 1997
  - *Notes:* Prior to Spring '03, the School only announced top-15%; in AY 2002-'03, a school-wide ranked list was published for the first time. Fall '03 and Spring '04 were semesters where I did not teach.
- First on the Maryland Business School faculty to use the web to enhance learning—in 1997.
- Quoted in local and national newspapers, including *Washington Post*, for views on IT education.
- Frequently selected by students as his/her “Favorite teacher” to campus dinners.
- Speaker, Ph.D. Student Teaching Workshop, 2001.
- Speaker, Ph.D. Student Teaching Workshop, 2000.

### Teaching-related Articles

Venkatesh, V. “‘One-Size-Does-Not-Fit-All’: Teaching MBA Students Different ERP Implementation Strategies,” *Journal of Information Systems Education*, forthcoming.

### **Other Teaching-related Activities in Academic Settings**

- 20-hour course on: “Transformation Enabled by IT,” February-April 2006, Indian School of Business, Hyderabad, India.
- 20-hour course on: “Internet-enabled Technologies: Challenges and Business Opportunities,” February-April 2006, Indian School of Business, Hyderabad, India.
- 3-credit course on: “Management Information Systems,” August 2004, Helsinki School of Economics and Business Administration, Helsinki, Finland.
- 3-credit course on: “Introduction to Information Technology and E-Business Fundamentals,” June 2004, Helsinki School of Economics and Business Administration, Helsinki, Finland.
- 3-credit course on: “Introduction to Information Technology and E-Business Fundamentals,” June 2003, Helsinki School of Economics and Business Administration, Helsinki, Finland.
- 3-credit course on: “Management Information Systems,” March 2003, Helsinki School of Economics and Business Administration, Helsinki, Finland.
- 3-credit course on: “Electronic Commerce Applications: Evaluation, Design, and Development,” December 2002, Helsinki School of Economics and Business Administration, Helsinki, Finland.
- 3-credit course on: “Introduction to Information Technology and E-Business Fundamentals,” June 2002, Helsinki School of Economics and Business Administration, Helsinki, Finland.
- 3-credit course on: “Electronic Commerce Applications: Evaluation, Design, and Development,” December 2001, Helsinki School of Economics and Business Administration, Helsinki, Finland.
- 3-credit course on: “Electronic Commerce Applications: Evaluation, Design, and Development,” July 2001, Helsinki School of Economics and Business Administration, Helsinki, Finland.
- Speaker, Ph.D. Student Teaching Workshop, Smith School of Business, 2001.
- 3-credit course on: “Electronic Commerce Applications: Evaluation, Design, and Development,” June/July 2000, Helsinki School of Economics and Business Administration, Helsinki, Finland.
- Curriculum design for 18-day electronic commerce executive education series for the Smith School—for delivery at American Management Systems (AMS), 2000—Smith School won the contract and is now delivering the e-commerce certification for AMS executives.
- Speaker, Ph.D. Student Teaching Workshop, Smith School of Business, 2000.
- 3-credit course on: “Business Telecommunications,” November/December 1999, Helsinki School of Economics and Business Administration, Mikkeli, Finland.
- 3-credit course on: “Introduction to Internet Technologies and Web Application Development,” June/July 1999, Helsinki School of Economics and Business Administration, Helsinki, Finland.

## Student Advising

<i>Doctoral Thesis Chair</i>	
Starting Spring 2008	Tracy Ann Sykes (chair), proposal defended: May 2008
Starting Spring 2008	Xiaojun Zhang (co-chair), proposal defended: May 2008
Starting Fall 2005	Hillol Bala (chair), initial and current placement: Indiana University
2004-'08	Srinivasan Venkatraman (co-chair), initial and current placement: Coastal Carolina University
2003-'05	Likoebe Maruping (co-chair), initial and current placement: University of Arkansas
<i>Doctoral Thesis Committees</i>	
2007	Oscar Peters, University of Twente, Netherlands (initial and current placement: University of Twente)
2001-'05	Phil Johnson (status unknown)
2004-'05	Carrie Siu Man Lui, Hong Kong University of Science and Technology (initial and current placement: James Cook University)
1999-'01	Alan Carswell (initial and current placement: University of Maryland)
1997-'98	Mun Y. Yi (initial and current placement: University of South Carolina)
<i>Undergraduate Thesis Advisees</i>	
2004-'05	Doug Mitchell (Award for the best UG thesis in the Walton College)
2001-'02	Gary Yang (Simon award for best UG thesis in the Smith School)
1999-'00	Min Zhou
1997-'98	Nikhilesh Rao
<i>Grad Independent Study Project Advisees</i>	
Summer 2001 (Engg. MS)	Quoc Huynh
Spring 1999 (MBA)	Radu Burdaceau
Fall 1998 (MBA)	Delta Pelgrim
<i>UG Independent Study Project Advisees</i>	
Fall 2002	Thomas Ehrhardt, Samuel John, Joon Kwon, Vishal Parekh, Michael Somerville
Spring 2002	Angela Fayyad, Maritess Morales, Dennis Nonouchi, Philip Schmitz, Michael Smith
Fall 2001	Simret Belai, Angela Fayyad, Gregory Gorin, John Handy, Matthew Kling, Katrina Wojcik
Spring 2001	Jawahir Morarji, Tracy Sykes, Suman Thareja, Kevin Walsh
Fall 2000	Sharon Bi, Paul Maneesilasan, Melissa Millikin, Arun Muthuswami, Theresa Pak, David Park, Tracy Sykes, Lynn Treetharmruk, Shuyan Zhou
Spring 2000	Sharon Bi, Tom Cheng, Daniel Hoffacker, Kenyon Rogers
Fall 1999	Jeff Gore, James Wilds
Spring 1999	Christine Ho
Fall 1998	Ashenafi Ayelaw, Urvi Bhandari, Bryan Eisenberg, Jenifer Liapis, Nik Brisbin
Summer 1998	Jason Huff
Spring 1998	Christine Ho, Dinesh Salvi, Steve Thompson
Fall 1997	Joseph Bartell, Adam Berlickij, Roshani Bhatt
Summer 1997	Manish Vij

## V. ADMINISTRATION AND SERVICE

### Administrative and Leadership Roles

PhD Program Director, Information Systems Department, Walton College of Business, starting 2004

- Balance program and departmental interests vis-à-vis college and university objectives
- Manage PhD student GAs—assign students to balance faculty needs and student interests
- Mentor PhD students
- Perform periodic and annual evaluations of PhD students
- Led benchmarking efforts and curricular changes to the PhD program in 2004-'05
- Spearheaded the creation of an Information Systems Graduate Student Association in 2007

Director, MBA Consulting Program, Smith School of Business, 2002-'04

- Worked closely with client companies to identify potential consulting projects
- Scoped nearly 40 consulting projects from about 25-30 companies
- Each client paid just under \$10,000 as a fee to the school, thus raising nearly \$400K for the school each year
- Worked with school and departmental administration to run the program as a profit center
- Organized MBA student teams of about 6 students per project to balance client needs, project demands, and student interests
- Marshaled faculty members' support to serve as advisors for projects

Undergraduate Program Coordinator, Department of Information Systems, [not named then] Smith School of Business, 1997-'98.

- Advising students of a major that was growing rapidly at that time
- Identified areas for curricular changes in subsequent years
- Responsible for redesigning two key courses (programming and telecommunications)

### Editorial Roles

- Senior Editor, *Information Systems Research*, starting 2008.
- Guest co-Senior Editor, *Journal of AIS*, Special issue on Human-computer Interaction, 2008.
- Guest Co-editor, *Information Systems Frontiers* of a special issue on “Adoption and Use of ICT in the Residential/Household Context,” 2007-'08.
- Ad-hoc Senior Editor, *Information Systems Research*, 2006, 2007.
- Ad-hoc Senior Editor, *Journal of AIS*, starting 2006.
- Ad-hoc Senior Editor, *eService Journal*.
- Associate Editor, *Management Science*, starting 2006.
- Associate Editor, *Journal of AIS*, starting 2004.
- Associate Editor, *Decision Sciences Journal*, starting 2004.
- Associate Editor, *Information Systems Research*, 2003-'07.
- Associate Editor, *MIS Quarterly*, December 2000-'03.
- Associate Editor, *International Conference on Information Systems*, 2004, 2005, 2006, 2007.
- Editorial Review Board Member, *Production and Operations Management*, starting 2007.

## Presentations

- “Let’s Talk Research,” *Australian National University*, Jul 2008.
- Panelist, “Publishing in Top-tier Journals,” *Australian National University*, Jul 2008.
- “Managing Research Projects,” *Korea University*, Jul 2008.
- Panelist, “Managing Research Projects,” *City University of Hong Kong*, Jun 2008.
- “Digital Divide in India,” *Indo-American Association*, Chennai, India, May 2008.
- Special plenary session, *Symposium on Cybercrimes and Insider Threats*, Indian Bank Academy for Growth and Excellence, Chennai, India, May 2008.
- “Business Processes in Organizations,” *SMOT*, Chennai, India, May 2008.
- Panel Chair and Panelist of 2 panels related to research, *OCIS Doctoral Consortium, Academy of Management Conference*, Philadelphia, PA, Aug 2007.
- “Business Processes in Organizations,” *Computer Society of India*, Chennai, India, May 2007.
- Panel on “Theory Building,” *JAIS Theory-building Workshop*, Milwaukee, Dec 2006.
- Presentation on “Building and Sustaining a Research Program,” *Decision Sciences International Conference Professional Development Workshop*, San Antonio, TX, Nov 2006.
- Panelist, “Publishing in *JAIS*: The Flagship Journal for the Association of Information Systems,” *Pacific Asia Conference on Information Systems*, Kuala Lumpur, Malaysia, Jul 2006.
- Panelist, “How to be a Successful IS Professor,” *Pacific Asia Conference on Information Systems Doctoral Consortium*, Kuala Lumpur, Malaysia, Jul 2006.
- Presentation on “Building a Research Program,” *Doctoral Consortium, Administrative Sciences Association of Canada Conference*, Banff, Canada, Jun 2006.
- Panelist on Research, *International Conference on Information Systems Junior Faculty Consortium*, Las Vegas, NV, Dec 2005.

## Professional Activities

- Co-program Chair, *Pacific Asia Conference on Information Systems Doctoral Consortium*, Hyderabad, India, 2009.
- Co-chair, General Topics, *International Conference on Information Systems*, Paris, 2008.
- Member, Organizing Committee, *Second International Symposium on Information Systems*, Hyderabad, India, 2008.
- Expert Advisory Panel on Research, *Hong Kong Polytechnic University*, 2008.
- Panelist, Innovation and Organizational Change Program, *National Science Foundation*, 2007-’09.
- Camp Counselor, *OCIS Doctoral Consortium, Academy of Management Conference*, Philadelphia, PA, 2007.

- Camp Counselor, Doctoral Consortium, *Americas Conference on Information Systems*, Keystone, CO, 2007.
- Member, Organizing Committee, *Second International Symposium on Information Systems*, Hyderabad, India, 2007.
- Roundtable Leader, *JAIS Theory-building Workshop*, Milwaukee, 2006.
- Member, Organizing Committee, *First International Symposium on Information Systems*, Hyderabad, India, 2006.
- Camp Counselor, *Decision Sciences International Conference Doctoral Consortium*, San Antonio, TX, 2006.
- Faculty Advisor, Doctoral Consortium *Pacific Asia Conference on Information Systems*, Kuala Lumpur, Malaysia, 2006.
- Roundtable Leader, *JAIS Theory-building Workshop*, Las Vegas, NV, 2005.
- Camp Counselor, *International Conference on Information Systems Junior Faculty Consortium*, 2005.
- Jointly led a roundtable discussion (on three papers) at the *Journal of the AIS Theory-building Workshop, International Conference on Information Systems*, 2006.
- Member, Senior Scholars Panel, *Decision Sciences International Conference Doctoral Consortium*, 2005.
- Camp Counselor, *Decision Sciences International Conference Doctoral Consortium*, 2005.
- Co-chair, Information Systems Track, *Decision Sciences International Conference*, 2005.
- Member, Panel on “Building Successful Collaborations,” *PhD Project Information Systems Doctoral Students Association Annual Conference*, Omaha, 2005.
- Member, Program Committee, *Gordon B. Davis Symposium*, University of Minnesota, 2005.
- Member, Program Committee, Human-Computer Interaction Workshop, *International Conference on Information Systems*, 2003, 2004, 2005.
- *MIS Quarterly*'s “Reviewer of the Year” in 1999.
- Ad-hoc Reviewer: Management Science (1995-present), Information Systems Research (1996-present), MIS Quarterly (1994-present), Organizational Behavior and Human Decision Processes (2001-present), Decision Sciences (1997-present), Database (1999-present), Personnel Psychology (2000-present), IEEE Transactions on Engineering Management (1998-present), Journal of the Academy of Marketing Science (2006-present), Communications of the ACM (1999-present), International Journal of Human-Computer Studies (1999-present), European Journal of Information Systems (2000-present), Information Technology and Engineering Management (2005-present), Journal of Business Venturing (2000-present), Journal of Management (2000-present), Journal of Interactive Marketing (2001-present), OMEGA (2001-present), Science, Technology, and Human Values (2001-present), International Conference on Information Systems (1995-present), AMCIS (1997-present), Hawaii International Conference on System Sciences (1998-present)
- Member: Association for Information Systems, Decision Sciences Institute, INFORMS.

### **Campus Activities: University**

- Faculty Advisor, Information Systems Graduate Student Association, starting 2007; facilitated the creation of this student organization and ongoing activities include mentoring students and providing guidance on the association's activities.
- Faculty Advisor, Hindu Student Council, starting 2007; facilitated the creation of this student organization and ongoing activities include mentoring students and providing guidance on the association's activities.
- Member, University Judicial Board, University of Arkansas, 2005-present.
- Member, University Medal Selection Committee, University of Maryland, 2003.
- Member, University Senate CORE Committee, University of Maryland, 2002-'03.
- Member, Roberta Ma Scholarship Committee, University of Maryland, 2001.

### **Campus Activities: School and Department**

- Member, Faculty Search Committee, Information Systems Department, Walton College of Business, 2007-'08.
- Chair, Diversity Committee, Information Systems Department, Walton College of Business, 2006-'07.
- Member, Diversity Taskforce, Walton College of Business, 2006-'07.
- Member, Department Chair Search Committee, Information Systems Department, Walton College of Business, 2006-'07.
- Member, Promotion and Tenure Review Committee (evaluating promotions to Professor), Information Systems Department, Fall 2006.
- Member, Promotion and Tenure Review Committee (evaluating promotions to Associate Professor), Information Systems Department, Fall 2006.
- Chair, Faculty Search Committee, Information Systems Department, Walton College of Business, 2005-'06.
- Co-chair, Promotion and Tenure Review Committee (evaluating promotions to Professor), Information Systems Department, Fall 2005.
- Member, Promotion and Tenure Review Committee (evaluating promotions to Associate Professor), Information Systems Department, Fall 2005.
- Member, Awards Committee, Walton College of Business, starting Fall 2005.
- Coordinator, Information Systems Department Speaker Series, Walton College of Business, starting 2004.
- Chair, PhD Program Committee, Information Systems Department, Walton College of Business, starting 2004.
- Member, [School-wide] PhD Program Committee, Walton College of Business, starting 2004.

- Chair, .NET Committee, Department of Decision and Information Technologies, Smith School of Business, 2003.
- Member, Faculty Search Committee, Department of Decision and Information Technologies, Smith School of Business, 2002-'03.
- Member, Publication Policy Committee, Department of Decision and Information Technologies, Smith School of Business, 2001-'02.
- Member, UG IS Survey Course Taskforce, Department of Decision and Information Technologies, Smith School of Business, 2002.
- Member, Smith School Undergraduate Review Committee, 2001-'02.
- Member, Smith School Teaching Enhancement Committee, 2001-'02.
- Member, Faculty Search Committee, Department of Decision and Information Technologies, Smith School of Business, 2001-'02.
- Chair, Departmental Undergraduate Program Committee, Smith School of Business, 2000-'01.
- Coordinator, Departmental Seminar/Workshop Series, Smith School of Business, 2000-'01.
- Member, Undergraduate Curriculum Revision Committee, Department of Decision and Information Technologies, Smith School of Business, 1998-'00.
- Member, Faculty Search Committee, Department of Decision and Information Technologies, Smith School of Business, 1998-'00.
- Member, Teaching Professor Search Committee, Department of Decision and Information Technologies, Smith School of Business, 1998-'00.
- Faculty Advisor, Information Systems Society, Smith School of Business, 1998-'00.
- Member, Departmental Taskforce, Doctoral Program Review, Smith School of Business, Fall 1998.
- Chair, Departmental Taskforce, Undergraduate Program Review, Smith School of Business, Fall 1998.
- Member, Faculty Search Committee, Department of Information Systems, [not named then] Smith School of Business, 1997-'98.
- Coordinator, Departmental Workshop Series, Department of Information and Decision Sciences, Carlson School of Management, University of Minnesota, 1995-'96.