

MUNIR MANDVIWALLA

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BIOGRAPHY

Dr. Munir Mandviwalla is Professor of Management Information Systems, Milton F. Stauffer Senior Research Fellow, and Executive Director of the Institute for Business and Information Technology at the Fox School of Business, Temple University.

Mandviwalla focuses on how design can improve business and society on topics such as digital transformation, broadband, social media, and IT workforce. His work has been published in top journals including *MIS Quarterly*, *Information Systems Research*, *ACM Transactions on Computer Human Interaction*, *Journal of the Association for Information Systems*, *Public Administration Review*, and others. As part of his research, he has created novel software platforms leading to a pending patent. He is also the co-founder of a Temple University spinoff - PRO Community, LLC on student and employee engagement and development.

Mandviwalla has generated close to \$9 million in grants, sponsored funds, and endowments from *Lockheed Martin*, *NBCUniversal*, *Campbell Soup*, *Pfizer*, *QVC*, *Scholastic*, *SAP*, *Walmart*, *National Science Foundation*, *IBM*, *Microsoft*, *CIGNA*, and others. He teaches user experience design and systems thinking and has taught executive education seminars on systems thinking for Fortune 50 firms.

As the founding chair of the Fox School's MIS department till 2017, Mandviwalla led the creation of *US News and World Report* recognized programs, achieved *100% placement*, and gained *top 5* in the world ranking for departmental research productivity from the *Association for Information Systems (AIS)*. He has also led the creation of *AIS student chapters*, *IS Job Index* - a biennial analysis of the entry level IT workforce, and the *AIS Leadership Excellence Award*.

As executive director of the university-wide Institute for Business and Information Technology (IBIT), Mandviwalla engages with industry on knowledge and human capital development through the *IT advisory board*, *corporate sponsors*, endowed *Digital Innovation Foundry*, and other programs. IBIT also offers an award-winning *no-cost digital transformation* service for small business and non-profits.

Mandviwalla has received the *Association for Information Systems (AIS) Award for Outstanding Contribution to Information Systems Education*, *AIS Technology Challenge Award*, *IBM E-Business Award*, *Claremont Graduate University Alumni Hall of Fame* award, and the *Fox School Musser Excellence in Faculty Service* award. He holds a BSc in Systems Engineering from Boston University, MBA from the Peter F. Drucker School of Management, and Ph.D. from the Programs in Information Science at Claremont Graduate University.

KEY ACCOMPLISHMENTS

Institute for Business and Information Technology – Executive Director

IBIT, founded in 2000, is a university-wide center that works closely with corporate members and the IT Advisory Board to generate knowledge and human capital for the digital era. IBIT is a national role model for industry / academic engagement and impact including:

- The IT advisory board includes C-level executives from major corporates including *CIGNA*, *Lockheed Martin*, *Scholastic*, *Synacor*, *Facebook*, *Capgemini*, *ZDNet*, *Wyeth*, *Pfizer*, *NBCUniversal*, *Alexion*, and *AmerisourceBergen*.
- Knowledge development activities include prototyping innovative technologies in the endowed Digital Innovation Foundry, digital transformation case studies published in Ivey, research projects that solve industry problems, and the national Information Systems Job Index.
- Talent development includes a student mentoring program, annual scholarships, annual career fair, annual national and local competitions, and corporate employee development through professional training programs.
- Industry engagement includes Executives-in-Residence, fireside chats, symposiums, and the annual IT awards now going into its 20th year.
- Local community engagement includes an award-winning no-cost small business and non-profit digital transformation program.
- Since 2007, IBIT has generated about \$6.1 million in sponsored funding and endowments and engaged with thousands of executives through more than a hundred programs and activities. Learn more at: <https://ibit.temple.edu/>

Management Information Systems Department – Founding Chair

Founded and chaired the Fox School's MIS department from 2000 to 2017, which is recognized and ranked as a leading academic department worldwide. Key accomplishments include:

- Recruited over 45 faculty and staff. Designed the mission, generated resources, and led the creation of 19 new undergraduate major, minor, MBA, and doctoral programs. Led the design of three interdisciplinary MS programs that achieved high enrollment.
- Achieved *U.S. News and World Report* ranking in 2012 that was sustained in every subsequent year for both undergraduate and graduate programs. This reputational ranking is based on a survey of deans.
- MIS was ranked number 1 in the world in 2010 for research by the *Association of Information Systems* based on a count of publications. This ranking was sustained in the top 5 each year I was chair.
- By 2007 and ongoing we achieved 100% student placement with a curriculum that leads the nation and an innovative one-of-kind student development program.
- By 2017 we were awarding \$100,000+ in annual scholarships.

Research

We live in a designed world, from constitutions to computer chips. I apply the design perspective to research topics such as digital transformation, broadband, social media, and the IT workforce.

My research has direct impact on industry or society, engages students, and generates tangible knowledge and/or resources. For example:

- “Small Business Digital Transformation in the Context of the Pandemic.” *European Journal of Information Systems*, 2021. A ‘first paper’ on the digital transformation of small business, which has impacted about 75 local businesses, provides experiential student learning, generated major funding, and 30 universities adopted our approach.
- “Generating and Justifying Design Theory.” *Journal of the Association for Information Systems*. 2015. Single-authored paper on a method to generate digital innovation and theory. This has led to a pending patent, co-founding of a spinoff on student and employee engagement and development that is generating revenue, impacted several thousand students at Temple and other universities, and provided the concept for the Digital Innovation Foundry. Currently licensed for use at *Temple*, *San Jose State University*, and *Scholastic, Inc.*
- “Moving From Access to Use of the Information Infrastructure: A Multi-level Socio-Technical Framework,” *Information Systems Research*, 2013. A ‘first paper’ on universal broadband access and policy. We developed the plan for the City of Philadelphia to implement wireless as a utility, which resulted in an IBM Grant, a dissertation, several additional publications, and multiple invitations to speak in industry forums.
- To-date I have published thirty journal papers in *MIS Quarterly*, *Information Systems Research*, *ACM Transactions*, *Journal of Management Information Systems*, *Journal of the Association for Information Systems*, *Information Systems Journal*, *MIS Quarterly Executive*, *Decision Support Systems*, *Small Group Research*, *Communications of the ACM*, and *Public Administration Review*.
- Excluding IBIT funding, I have generated about \$3 million in grants and sponsored funding from *Lockheed Martin*, *National Science Foundation*, *IBM*, *Microsoft*, *Society of Information Management*, *GE*, and others.

Education

All students are capable of great things. Our job is to design experiences that help them get there. This philosophy guides my teaching and leadership in developing *sixteen undergraduate, masters, and doctoral programs* and several educational innovations. For example:

- Envisioned and created a new type of 100% online interdisciplinary Master’s program centered on engagement that delivers about *95% retention* and high satisfaction at zero additional cost. This program has been very successful in recruiting and graduating students since 2014 and is nationally ranked by *U.S. News and World Report*.
- Created a *continuous development model* for student engagement, which structures and measures leadership, extra-curricular activity, soft skills, and experiential learning. The associated software platform is patent pending and the basis for a spinoff.
- Created and later redesigned an undergraduate major in information systems, which led the field in focusing on digital innovation, analytics, design, enterprise architecture and change leadership. The program achieved *100% placement* during my tenure as chair and entered the *U.S. News and World Report* ranking in 2012 and remains in the top 20 to-date.

Leadership and Service

The most important resource and product of higher education is people. I approach leadership as a process of applying design thinking to create structures and systems that enable people to succeed. For example:

- Founded Temple's *Management Information Systems* department in 2000 (see above) and restructured the *Institute for Business and Information Technology* in 2003 (see above).
- Led the creation of *student chapters* for the Association of Information Systems (AIS) in 2008, which created a "home" for all IS students worldwide. As founding AIS VP of student chapters recruited 75 universities in 13 countries, and 3000+ students to form chapters.
- Led the creation of the AIS – Temple University *Information Systems Job Index* in 2011 which is ongoing biennial national study involving more than 40 universities focusing on jobs, placement, and careers in information systems. See <https://isjobindex.com>
- Led the creation of the *AIS Leadership Excellence Award* Winner in 2016. This international award recognizes exceptional industry leaders.
- Led the creation of the Fox School IMPACT awards in 2016. These awards recognize group achievements across the school using an open peer review process.

POSITIONS

- Professor and Milton F. Stauffer Senior Research Fellow, July 2021 – present, Department of Management Information Systems, Fox School of Business, Temple University, Philadelphia, USA.
- Executive Director, January 2002 – present, Institute for Business and Information Technology, Fox School of Business, Temple University, Philadelphia, USA.
- Co-Founder, June 2020 – present, PRO Community, LLC, Yardley, Pennsylvania, USA
- Associate Professor, January 2000 – June 2021, Department of Management Information Systems, Fox School of Business, Temple University, Philadelphia, USA.
- Founding Chair, January 2000 – June 2017, Department of Management Information Systems, Fox School of Business, Temple University, Philadelphia, USA.
- Director, January 2000 – January 2002, Information Technology and Special Programs, Irwin L. Gross eBusiness Institute, Fox School of Business, Temple University, Philadelphia, USA.
- Associate Professor, July 1999 – December 1999, Department of Computer and Information Sciences, Temple University, Philadelphia, USA.
- Assistant Professor, July 1993 – July 1999, Department of Computer and Information Sciences, Temple University, Philadelphia, USA.
- Visiting Assistant Professor, September 1992 - June 1993, Department of Computer and Information Sciences, Temple University, Philadelphia, USA.
- Lecturer, September 1989 - August 1992, Department of Computer Information Systems, California State Polytechnic University, Pomona, CA, USA.

AWARDS AND HONORS

1. *AIS Technology Challenge Award*. Blake Ives, Munir Mandviwalla, and Rick Watson (in alphabetical order), Association for Information Systems, December 2021. For using technology to sustain the IS academic community during the pandemic.
2. *Milton F. Stauffer Senior Research Fellow*. Fox School of Business, October, 2021.
3. *IMPACT award*. Richard Flanagan, Munir Mandviwalla, Alison Ebbecke, Manoj Chacko, and Laurel Miller. “Helping our neighbors – digitally transforming smaller organizations during the pandemic.” Community Engagement, Fox School of Business, June 2021. The entire faculty and staff of the school rate nominees to select a winner.
4. *MIS Faculty Leadership Award*. Department of Management Information Systems, March 2021. For significant contribution to the students and extended community.
5. *High Achievements in Sponsored Projects Award*. Fox School of Business, November 2020. Recognized for success in grant funding.
6. *Cigna Research Fellow*. Fox School of Business, Temple University, July 2020 - June 2023.

7. *Association for Information Systems Distinguished Member - Cum Laude*, December 2019. One of 50 faculty selected worldwide for making “a significant impact on the association.”
8. *Translational Research Award for Excellence – Case-Based Research*. Fox School of Business, December 2019. Recognized for excellence in cases.
9. *Cigna Fellow*. Fox School of Business, Temple University, July 2017 - June 2020.
10. *Faculty of the Program award*, Master of Science Digital Innovation in Marketing. Students select the best faculty member of the program, February 3, 2017.
11. *Association for Information Systems Award for Outstanding Contribution to Information Systems Education*. 37th International Conference on Information Systems, Ireland, December 11, 2016.
12. *Musser Excellence in Faculty Service Award*. Eighteenth Annual Fox School of Business Musser Awards, November 5, 2014.
13. *Cigna Research Fellow*. Fox School of Business, Temple University, July 2014 - June 2017.
14. *Cigna Research Fellow*. Fox School of Business, Temple University, July 2003 - June 2005.
15. *Alumni Hall of Fame*. The Claremont Graduate University, 2001.
16. *IBM 2000 Faculty Partnership Award*. One of nine national awards to faculty for E-Business research and teaching, \$40,000. *IBM Corporation*, November 2000.
17. *Irwin L. Gross eBusiness Institute Research and Teaching Fellow*. Fox School of Business, Temple University, September 21, 2000.
18. *Cigna Research Fellowship*. Fox School of Business, Temple University, February 26, 1999.
19. *ISWorld Net Challenge Award*. Association of Information Systems, International Conference on Information Systems, December 12, 1998.
20. *Outstanding Achievement Award*. BVS High School, Karachi, Pakistan, December 12, 1998.
21. *Microsoft innovative use of technology award*. One of five selected from 250 for innovative use of technology, \$5,000. *Microsoft Corporation*, January 1995.
22. *GroupWord - Computerworld Windows World Open*. Finalist with Stan Clark, March 1992.
23. *Zenith Master of Innovation*. Second place. National design competition, Zenith Data Systems, \$8,000. A prototype collaborative system from my PhD, August 1991.

PATENTS

Mandviwalla, M., Chacko, M. and Miller, L. “System and Method for Quantifying Professional Development.” U.S. Utility Patent Application No. 16/286,910, filed February 27, 2019, published March 19, 2020. *Status – pending final review*. Based on U.S. Provisional Patent Application No. 62/732,151, filed September 17, 2018.

EDUCATION

- Ph.D. in Management Information Systems (1994). The Claremont Graduate School Programs in Information Science, Claremont, CA. *The Design of Group Support Systems:*

Generic Requirements, Design Framework, Systems Development Strategies, and a Case Study. Advisor: Lorne Olfman.

- M.S. in Management Information Systems (1992). The Claremont Graduate School Programs in Information Science, Claremont, CA.
- MBA (1989). The Peter F. Drucker Graduate Management Center, The Claremont Graduate School, Claremont, CA.
- B. S. in Systems Engineering (1986). Boston University, Boston, MA.

PEER REVIEWED JOURNALS AND BOOKS

1. Mandviwalla, M. and Flanagan, R. "Small Business Digital Transformation in the Context of the Pandemic." *European Journal of Information Systems*, 30(4), 359-375, March 2021. <https://doi.org/10.1080/0960085X.2021.1891004>
2. Mandviwalla, M., Desai, D., Descano, D., Dignan, L. Kearns, C., and R. Sankaran. "Guest Editorial: An industry perspective on major post-pandemic issues." Peer reviewed guest editorial. *MIS Quarterly Executive*, 20(1), Article 2, v-xi, March 2021. **The most or second most popular paper of the journal based on full-text downloads** (checked 11/01/2021), see: <https://aisel.aisnet.org/misqe/topdownloads.html>
3. Lavin, A. and Mandviwalla, M. "Is engagement the answer to the challenges of online education?" *Journal of Education Advancement & Marketing*. 3:2, Fall 2018, 138-146.
4. Mandviwalla, M. "Generating and Justifying Design Theory." *Journal of the Association for Information Systems*. Volume 16, Issue 5, pp. 314-344, May 2015.
5. Mandviwalla, M., Fadem, B., Goul, M., George, J., & D. Hale. "Achieving academic-industry collaboration through departmental advisory boards." *MIS Quarterly Executive*, 14:1, 17-37, 2015.
6. Mandviwalla, M. Watson, R. "Generating Capital from Social Media." *MIS Quarterly Executive*, 13:2, pp. 97-113, June 2014. Also included in *MIS Quarterly Executive Special Theme Book: Social Media*, CreateSpace Independent Publishing, Amazon.com, January 2015.
7. Racherla, P. & Mandviwalla, M. "Moving From Access to Use of the Information Infrastructure: A Multi-level Socio-Technical Framework," *Information Systems Research*, 24 (3), 709-730, September 2013.
8. Racherla, P., Mandviwalla, M., & Connolly, D. "Factors Affecting Consumers' Trust in Online Product Reviews." *Journal of Consumer Behavior*. 11:2, 94-104, March/April, 2012.
9. Wattal, S., Schuff, D., Mandviwalla, M., and C. Williams. "Web 2.0 and Politics: The 2008 U.S. presidential election and an e-politics research agenda." *MIS Quarterly*, 34:4, December 2010, 669-688.

10. Watal, S. and Mandviwalla, M. "Network Externalities and Technology Use: A Quantitative Analysis of Intra-Organizational Blogs." *Journal of Management Information Systems*, 27:1, Summer 2010, 145 – 174.
11. Mandviwalla, M., Patnayakuni, R, and Schuff, D. "Improving the Peer Review Process with Information Technology." *Decision Support Systems*, 46: 1, December 2008, 29-40.
12. Mandviwalla, M., Jain A., Fesenmaier, J., Smith, J., Weinberg, P., and G. Meyers. "Municipal Broadband Wireless Networks: Realizing the Vision of Anytime, Anywhere Connectivity." *Communications of the ACM*. February, 2008, 51:2, 72-80.
13. Jain, A., Mandviwalla, M., and Banker, R. "Government as catalyst: Can it work again with wireless internet access?" *Public Administration Review*. November/December 2007, 67:6, 993-1005. Republished: Stillman, R. *Public Administration: Concepts and Cases*, 9th Edition, Cengage Learning, 2009.
14. Schiller, S. and Mandviwalla, M. "Virtual Team Research: An Analysis of Theory Use and a Framework for Theory Appropriation." *Small Group Research*. 37: 6, February 2007, 1-48.
15. Asif, Z., and Mandviwalla, M. "Integrating the supply chain with RFID." *Communications of the Association for Information Systems (CAIS)*, 15: 24, March 2005, 393-427.
16. Schuff, D., Zinn, J., and Mandviwalla, M. "Implementing the Agile Enterprise: The E-Business Opportunity Model," In Nirmal Pal and Daniel C. Pantaleo (Eds.), *The Agile Enterprise*. Springer Science+Business Media, New York, NY, 2005, 219-253. ISBN 0-387-25077-8
17. Mandviwalla, M. and Khan, S. "Collaborative Object Workspaces (COWS): Exploring the integration of collaboration technology." *Decision Support Systems*, 27:3, December 1999, 241-254.
18. Mandviwalla, M. and Grillo, P. "Supporting the Evolution of Teams with Transactions: A Design Architecture for Organizational Memory Systems." *Journal of Organizational Computing and Electronic Commerce*, 9 (2:3), August 1999.
19. Gray, P. and Mandviwalla, M. "New Directions for GDSS." *Group Decision and Negotiation*, 8: 1, January 1999, 77-83.
20. Nosek, J., Mandviwalla, M., & N. Kock. "Identifying Process Support Requirements to Facilitate Distributed Group Work: A Longitudinal Study." *Journal of Systems & Information Technology*, 2: 2, December 1998, 29-40.
21. Mandviwalla, M. and Hovav, A. "Adapting Business Process Redesign Concepts to Higher Education." *Business Process Management Journal*, 4: 3, 1998, 186-203. (ANBAR Electronic Intelligence Highest Quality Rating Citation of Excellence)
22. Mandviwalla, M. and P. Gray. "Is Research on GSS Relevant?" *Information Resources Management Journal*, 11: 1, Winter 1998, 7 - 15.
23. Mandviwalla, M. and A. Hovav. "Process Redesign in Education: The Case of Documents." In *Information and Process Integration in Enterprises: Rethinking Documents*. Eds. Wakayama et al., J. Kluwer, Boston: MA, 1998, 321-337.
24. Mandviwalla, M., Gray, P., and Olfman, L. "The Meta Environment: A New Group Support System Structure." *Journal of Organizational Computing*. 7:1, 35-55, 1997.

25. Nosek, J. and M. Mandviwalla. "Mobile Group Support Technologies For Any-Time, Any-Place Team Support." *Information Technology and People*, 9: 4, 1996, 41-58.
26. M. Mandviwalla. "The Worldview of Collaborative Tools." In *Computers, Communication and Mental Models*. Eds., D. Day and D. Kovacs, Taylor & Francis, Bristol: PA, 1996, 57-66. Originally published in *Electronic Journal on Virtual Culture: Special Issue on Computerized Tools as Intermediaries in the Communication of Mental Maps*, 2: 2, May, 1994.
27. Olfman, L. and M. Mandviwalla. "An Experimental Analysis of End-User Software Training Manuals." *Information Systems Journal*. Vol. 5, 19-36, 1994.
28. Olfman, L. and M. Mandviwalla. "Conceptual Versus Procedural Software Training for Graphical User Interfaces (GUI): A Longitudinal Field Experiment." *Management Information Systems Quarterly*, 18: 4, 405-426, December 1994.
29. Mandviwalla, M. & L. Olfman. "What Do Groups Need? A Proposed Set of Generic Groupware Requirements." *ACM Transactions on Computer-Human Interaction*, 1:3, 245-268, September 1994.
30. Gray, P., Mandviwalla, M., Olfman, L., and J. Satzinger. "The User Interface in Group Support Systems." In Jessup, L. & Valacich, J. (Eds.) *Group Support Systems: New Perspectives*, Macmillan, 192-213, 1993.

Submissions and in-progress

1. "Enabling Organizational Adaptation During Environmental Change: A Complex Adaptive Systems Model of the Supply Chain." Munir Mandviwalla and Ning Nan. Resubmitted to *Information Systems Research*.
2. "How Alexion applied Analytics to cure rare disease." Larry Dignan, Laurel Miller, and Munir Mandviwalla. Status: Complete, waiting for sign-off to submit to *Ivey*.
3. "The Digital Transformation of Scholastic, Inc." Larry Dignan, Laurel Miller, and Munir Mandviwalla. Status: Complete, waiting for sign-off to submit to *Ivey*.
4. "Leaving the nest: knowledge profiles, search behavior, job choices, and job outcomes of IS labor market entrants." Munir Mandviwalla, Taha Havakhor, Joey George, Dennis Galletta, Crystal Harold, and Jason Thatcher. Revising to submit to *MISQ*.
5. "Structuring, Measuring, and Improving Student Development." Munir Mandviwalla, David Schuff, Laurel Miller, Manoj Chacko. *Revising*.
6. "Digital transformation of the performing arts." Vince Ford and Munir Mandviwalla. Status: *Writing draft*.
7. Havakhor, T., Schuff, D., Thatcher, J., and H. Bhise. "The national growth rate of digitization shows surprising trends." Working paper. Institute for Business and Information Technology, 2021.
8. "The birth of a new tech giant." Regular interviews with the CEO and staff on the spin-off of *Kyndrl* – IBM's infrastructure business (\$19B revenue, 90,000 employees).

- a. “Super-strength or kryptonite – the promise and perils of purpose for tech titans.” TL Hill, Bertrand Guillotin, Julianne Sellin, and Munir Mandviwalla. Status: Submit to *Management and Business Research*, November 2021
- b. “IBM-Newco - high-stakes spinoff in the battle of the tech titans: The problem of unmixing paint.” TL Hill, Bertrand Guillotin, Julianne Sellin, and Munir Mandviwalla. Status: Submit to *Ivey*, November 2021.

CASES

1. Sclarow, S. and Mandviwalla, M. “Drinks-Up! The Pitfalls of Digital Innovation.” *Ivey Publishing*, Case 9B19E009. Teaching note 8B19E009, June 2019.
2. Mandviwalla, M. and Palmer, J. “The Globalization of Wyeth.” *Ivey Publishing*, Case. 9B08M017, May 2008.

GRANTS, CONTRACTS, AND SPONSORED FUNDING

External

1. “Institute for Business and Information Technology.” M. Mandviwalla and L. Miller. **Research Center Funding** – *Alexion, AmerisourceBergen, Arcweb, Aramark, AstraZeneca, Campbell Soup, Curtis Institute of Music, DecisvEdge, Electronic Ink, Emtec, Fidelity National Information Services, Global IDs, GlaxoSmithKline, ISGN, LiquidHub, Lockheed Martin, Merck, MESA, MortgageHub, NBCUniversal, Pfizer, Rohm and Haas, QVC, Sabre Systems, Scholastic, SAP, Synacor, Transaction Network Services, Walmart, \$4,538,382*, 2007 – present.
2. “Digital Innovation Foundry (DIF)”. M. Mandviwalla and L. Miller. **Research Center Funding** - *Persson-Barbour Endowment, Bruce and Betsy Fadem Endowment, Niraj and Cara Patel Endowment, Stewart Family Endowment, Brassington Fund, and Capgemini, \$885,000*, March 2019 - present.
3. “National Cyber Analyst Challenge and Conference.” M. Mandviwalla and L. Miller. *NBCUniversal, Vanguard, Leidos, and Pfizer, \$235,000*. January 2018 – April 2018.
4. “Recruiting and managing the next generation IT worker.” M. Mandviwalla (PI), *Society for Information Management (SIM) Advanced Practices Council (APC)*. \$5,000, March 2017 – October 2017.
5. “National Cyber Analyst Challenge and Conference.” M. Mandviwalla and L. Miller. *Lockheed Martin, \$265,000*. February 2016 – November 2016.
6. “National Cyber Analyst Challenge.” M. Mandviwalla and L. Miller. *Lockheed Martin, \$205,000*. May 2015 – November 2015.
7. “Social Media Strategic Framework.” M. Mandviwalla (PI). *Society for Information Management (SIM) Advanced Practices Council (APC)*. \$31,000, 2010 – 2012.

8. "Government as catalyst: Can it work again with wireless internet access?" M. Mandviwalla (PI), A. Jain (Co-PI), and R. Banker (Co-PI). *IBM Center for The Business of Government*. \$20,000, 2006.
9. "Minorities in Information Technology." Munir Mandviwalla (PI), Otto Lee (Co-PI), and Glen Snelbecker (Co-PI). **\$223,600**, *GE Foundation*, 2002-2005.
10. "Information Technology Workforce Development." M. Mandviwalla (PI), J. DeAngelo (Co-PI), R. Chandran (Co-PI), R. Ocker (Co-PI), and H. Klein (Co-PI). **\$184,100**. *Link2Learn Grant - State of Pennsylvania*, 2001.
11. "IBM Faculty Partnership Award." M. Mandviwalla (PI), \$40,000. *IBM Corporation*, 2000.
12. "Information Technology Initiatives at Temple University." M. Mandviwalla (PI), J. DeAngelo (Co-PI), and V. Singh (Co-PI), **\$955,937** (software), \$10,000 (cash). *Microsoft Corporation*, 2000 –2002.
13. "Developing the Information Technology Workforce." R. Chandran (PI), J. DeAngelo (Co-PI), O. Lee (Co-PI), and M. Mandviwalla (Co-PI), **\$250,000**. *Link2Learn Grant - State of Pennsylvania*. April 2000.
14. "E-Business in Healthcare: Virtual Communities and Meetings." M. Mandviwalla (PI), \$30,500. *Aventis Behring, LLC*. June 2000 – December 2000.
15. "E-Business in the Insurance Industry." L. Regan (PI) and M. Mandviwalla (Co-PI). \$21,500. *Advanta Corporation*, 1999 – 2000.
16. "Problem Solving and Lifelong Learning: Developing and Assessing a Course in Information Technology." R. Aiken (PI), M. Mandviwalla (Co-PI), and N. Kock (Co-PI). **\$384,998**. *National Science Foundation*, July 1999 – June 2002, Award Number: 9951418.
17. "Visual Age for Java." M. Mandviwalla (PI). *IBM Corporation*. Software grant, \$23,988, 1998.
18. "Comparison and Evaluation Laboratory (CEL)." M. Mandviwalla (PI). \$9000. *CIGNA Corporation*, 1998.
19. "Client-side Internet Development." M. Mandviwalla (PI) and G. Ingargiola (Co-PI). \$5000. *CIGNA Corporation*. September 1997 - December 1997.
20. "Microsoft Development Network Enterprise Grant." M. Mandviwalla (PI). Software grant \$22,999. *Microsoft Corporation*. June 1997 - September 1998.
21. "Microsoft Instructional Lab Grant." M. Mandviwalla (PI) and G. Ingargiola (Co-PI), Software grant **\$103,250**, *Microsoft Corporation*. August 1997 - June 1998.
22. "Towards the Lifelong Use of Information Technology." G. Ingargiola (PI), R. Aiken (Co-PI), and M. Mandviwalla (Co-PI). *National Science Foundation (NSF)*, **\$92,144**, Award Number: 9650469, June 1996 - May 1998. Matched by Temple University.
23. "Matching Process Support Technologies to Learning Requirements." J. Nosek (PI) and M. Mandviwalla (Co-PI). *Ventana Corporation*. Software Grant, \$10,000, 1995.
24. "VLab: Virtual Laboratories for Software Development Teams." M. Mandviwalla (PI) and J. Nosek (Co-PI). *Lotus Development Corporation*. Travel Grant, \$1000, 1995.

25. “VLab: Virtual Laboratories for Software Development Teams.” M. Mandviwalla (PI) and J. Nosek (Co-PI). *Lotus Development Corporation*. Software Grant, \$80,599, 1995.
26. “VLab: Virtual Laboratories for Software Development Teams.” J. Nosek (PI) and M. Mandviwalla (Co-PI). *Bell Atlantic Corporation*. \$2,500, 1994.
27. “Research Experiences for Undergraduates.” Supplement to “Virtual Laboratories to Support Software Development Teams.” J. Nosek (PI) and M. Mandviwalla (Co-PI). *National Science Foundation*. \$5,000, 1994 - 1995.
28. “Virtual Laboratories to Support Software Development Teams.” J. Nosek (PI) and M. Mandviwalla (Co-PI). *National Science Foundation*, **\$75,114**, Award Number: 9452594, 1994 - 1996. Matched by Temple University.
29. “The CGS Environment.” M. Mandviwalla (PI). *Zenith Data Systems*, \$8,000, 1991.

Internal

1. “CIT Classroom Technology Grant.” M. Mandviwalla. \$5,500. *Fox School of Business CIT*, 2008.
2. “Online MSBA.” M. Mandviwalla and others. \$11,700. *Temple University -- Office of the Provost*. July – August, 1999.
3. “Collaborative Systems.” \$7,300. M. Mandviwalla. *Temple University -- Online Learning Program*, July 1, 1999 – June 30, 2000.
4. “MBA 2000 Industry Course Sequence. \$3,500. M. Mandviwalla. *Temple University -- Fox School of Business*, July 1, 1999 – April 2000.
5. “User Interface Design.” M. Mandviwalla. \$4749 plus one course release. *Temple University Online Learning Program*, July 1, 1996 - June 30, 1997.
6. “Temple University Teaching Fellows Program.” M. Mandviwalla. *Temple University and Lilly Endowment, Inc.* July 1, 1995 - June 30, 1996. One course release plus expenses for travel and materials.
7. “What Do Groups Want?” M. Mandviwalla. *Temple University Research Fellowship for Summer 1995*, \$4,500, January 1995.

INVENTIONS

Temple Community Platform (TCP). Munir Mandviwalla, Manoj Chacko and Laurel Miller, 2008 – present. TCP consists of three distinct innovations:

- Learning management system (LMS) that applies social and open concepts to change learning.
- Structured measurable student development system.
- Online graduate degree program “in a box” to achieve high retention and satisfaction.
- Temple University filed U.S. Utility Patent Application No. 16/286,910, February 27, 2019.
- The project has generated several conference and journal publications.
- Basis for new Temple University spin-off in June 2020 – PRO Community, LLC.

TEMPO – The Campaign Media Index. Munir Mandviwalla, David Schuff, and Sunil Wattal, 2009 - 2012. Translating the Effectiveness of Media into Performance (TEMPO) analyzes media references for more than 900 political candidates nationwide.

- Custom developed software and direct access to LexisNexis, a formal partner in the project.
- One of the first comprehensive studies of media and how they influence political campaigns.
- Temple University filed for a Service Mark (SM) for TEMPO on October 18, 2012.
- The project generated several conference and one major journal publication.

Temple Peer Review Manager (TPRM). Inventor, architect, and designer, 1998-2004. Web-based software that automates and changes the workflow of managing and reviewing scholarly articles.

- Software preceded commercial tools that automate peer review pioneering new peer review models including open and restricted open in which authors and reviewers interact using an anonymous discussion forum.
- \$18,000 grant by Association for Information Systems for use at the 2001 and 2002 Americas Conference on Information Systems and the International Conference on Information Systems.
- Successfully used for 3000+ papers involving 6000+ authors and reviewers across two years.
- The project resulted in one journal publication and several conference presentations.

Collaborative Object Workspaces (COWS). Co-inventor and designer with Shariq Khan, 1995-1999. Workspaces and representation metaphors for collaborative work across time and space.

- One of the first peer-to-peer client server collaborative applications.
- The software was successfully developed and used in a research lab setting.
- Resulted in one journal publication and conference presentations and demonstrations.

The Claremont Graduate School Environment (CGSE). Inventor, designer, and developer, 1989-1992. A software integration platform for meeting rooms to empower users to bring in and take out documents, share and use tools, and work in synch and out of synch with others.

- Awarded \$8,000 and second place in national competition, Zenith Data Systems, 1991.
- Successfully developed and used in a production meeting room for about 2 years.
- Doctoral dissertation leading several journal publications and conference presentations.

GroupWord. Co-inventor and developer with Stan Clark, 1991-1992. GroupWord provided collaborative editing and tracking features in Microsoft Word.

- The software was successfully developed and used in a doctoral dissertation.
- Computerworld Windows World Open. Finalist, March 1992.

PEER REVIEWED CONFERENCE PROCEEDINGS AND PRESENTATIONS

1. Mandviwalla, M. (Chair), Watson, R., Li, J., vom Brocke, J., and N. Patel. “Next generation business models for higher education: The pandemic push.” **Plenary panel**. *27th Americas Conference on Information Systems (AMCIS)*, August 9-13, 2021.
2. Mandviwalla, M. (chair), Desai, D., Descano, D., Dignan, L. Kearns, C., and R. Sankaran. “The Industry Perspective on COVID-19.” Panel. *Forty-First International Conference on Information Systems (ICIS)*, December 13-16, 2020.

3. Mandviwalla, M. (chair), Rossi, M., Donnellan, B., Lukayenko, R., Chandra Kruse, L., and P. Agerfalk. "The Role and Impact of Design Research on Digital Transformation." Panel. *15th International Conference on Design Science Research in Information Systems and Technology (DESRIST)*, December 2-4, 2020.
4. Dhanraj, C. and Enders, A (Chairs). Panelists: David Bach, Julia Binder, Xavier Castaner, David Deeds, Andrew Delios, Jon Eckhardt, Ravi Madhavan, Munir Mandviwalla, Anand Nandkumar, and Anand Narasimhan. "20/20 Broadening Our Sight on Impact: Dealing with a Perennial Challenge for Management Scholars." *Academy of Management Professional Development Workshop (PDW)*, August 7-11, 2020.
5. Ford, V. and Mandviwalla, M. "Can Digital Engagement Transform the Performing Arts?" *Proceedings of the 53rd Hawaii International Conference on System Sciences*, January 2020, 4296 - 4305.
6. Ford, V. and Mandviwalla, M. "Digital Engagement as a Mechanism for Digital Transformation in the Performing Arts: A Conceptual Framework." *15th International Conference on Arts and Cultural Management (AIMAC)*, Venice, Italy, June 23 – 26, 2019.
7. Mandviwalla, M. (chair), Thouin, M., Wasser, A., Hadidi, R., and B. Ramesh. "Are graduate programs offered by IS relevant in the age of digital disruption?" Panel. *Twenty-Fourth Americas Conference on Information Systems*, New Orleans, August 16-18, 2018.
8. Mandviwalla, M. (chair), Niederman, F., Slyke, C. V., and M. Adya. "The IS Student and Professional: Current, Past, and Future." Panel. *Proceedings of the 2018 ACM SIGMIS Conference on Computers and People Research*. ACM, New York, NY, USA, 9-10, 2018.
9. Mandviwalla, M., Schuff, D., Ganju, K. "Achieving continuous professional development in higher education," *Tenth International Conference on Design Science Research in Information Systems and Technology*, poster presentation, May, Dublin, Ireland, 2015.
10. Mandviwalla, M. and D. Schuff. "Reimagining the Higher Education Experience as a Socially-Enabled Complex Adaptive System," *Hawaii International Conference on System Sciences*, January 6-9, 2014, 4546 – 4555. ***Nominated for best paper.***
11. Hong, Y., Wattal, S., Mandviwalla, M., A. Jain. "Technology Diffusion in the Society: Analyzing Digital Divide in the Context of Social Class." *Hawaii International Conference on System Sciences*, January 4-7, 2011, 1-11.
12. Wattal, S., Hong, Y., Mandviwalla, M. "Is IT the Great Equalizer? A Social Class Based Longitudinal Analysis of Technology Diffusion" *Proceedings of the 31st International Conference on Information Systems (ICIS)*, St Louis, December 2010.
13. Wattal, S., Racherla, P., and Mandviwalla, M. "Employee Adoption of Corporate Blogs: A Quantitative Analysis." *Hawaii International Conference on System Sciences*, 1-10, January, 2009. ***Nominated for best paper.***
14. Racherla, P., and Mandviwalla, M. "What Does Universal Access Mean?" *Proceedings of JAIS Theory Development Workshop*. Sprouts: Working Papers on Information Systems, 8(19). <http://sprouts.aisnet.org/8-19>. Paris, December 13, 2008.

15. Puroo, S., Hevner, A., Alter, S. and Mandviwalla, M. (2008). "Understanding the flavors of design science research." Panel. *Americas Conference of the Association for Information Systems*, Toronto, Canada, August 14-17, 2008.
16. Jain, A. & Mandviwalla, M. Preprototype Perceived Usefulness of a Municipal Wireless Network: Sources of Variation among Prospective Users. *Americas Conference of the Association for Information Systems*, Acapulco, Mexico, August 4-6, 2006.
17. Sherif, K. and Mandviwalla, M. "Extended Enterprise Applications and Sustained Competitive Advantage." *Americas Conference on Information Systems*, Omaha, August 11-14, 2005.
18. Aiken R.M., Sandas C., Kock N., Mandviwalla M. (2002) Using case studies to promote life-long learning. *Proceedings of the IFIP 17th World Computer Congress - TC3 Stream on Tele-Learning: the Challenge for the Third Millennium*. Also published in Passey D., Kendall M. (eds) *Tele-Learning*. IFIP WCC TC3 2002. IFIP — The International Federation for Information Processing, vol 102. Springer, Boston, MA. https://doi.org/10.1007/978-0-387-35615-0_21.
19. Aiken, R., Kock, N., and M. Mandviwalla, "Fluency in Information Technology: A Second Course for non-CIS Majors." *Proceedings of the 31st ACM SIGCSE Conference on Computer Science Education*, ACM, New York, NY, 280-284, 2000.
20. Sherif, K. and Mandviwalla, M. "Barriers to Actualizing Organizational Memories: Lessons from Industry." *Hawaii International Conference on System Sciences*, January 2000.
21. Chobhe, P., and Mandviwalla, M. "Web Based Development Using N-tier Technologies." *Proceedings of the Americas Conference on Information Systems*, Baltimore, August 14-16, 1998, 991-993.
22. Santos, B., and Mandviwalla, M. "Internet-based Instruction: Experience with Multi-University Co-operative Learning." *Proceedings of the Americas Conference on Information Systems*, Baltimore, August 14-16, 1998, 1105-1106.
23. Hovav, A. & Mandviwalla, M. "Social Behavior in Professional Meetings: A Video Analysis of a Panel Discussion." *Proceedings of the ACM Computer Personnel Research Conference*, Boston, March 26-28, 1998, 159-162.
24. Mandviwalla, M., and S. Khan. "Collaborative Object Workspaces (COWS): Exploring the integration of collaboration technology." *Proceedings of the 7th Workshop on Information Technologies and Systems*, Atlanta, USA, December 13 - 14, 1997, 120-129.
25. Mandviwalla, M. and A. Hovav. "The Professional Meeting." *Proceedings of the Americas Conference on Information Systems*, Indianapolis, August 15-17, 1997, 402-404.
26. Santos, B. (chair), Kambil, A., Mandviwalla, M., and S. Magal. "Educating in a Networked World: Tools, Processes and Critical Issues." (panel) *Proceedings of the Americas Conference on Information Systems*, Indianapolis, August 15-17, 1997, 1015-1016.
27. Mandviwalla, M. and S. Khan. "Studying the Integration of Technology with Collaborative Object Workspaces (COWS)." *Proceedings of the 1997 ACM SIG Computer Personnel Research Conference*, April 3-5, 1997, San Francisco, 181-186.

28. Khan, S., and Mandviwalla, M. "Collaborative Object WorkSpace (COWS)." Refereed Demonstration of Prototype Research Software. *ACM Computer Supported Cooperative Work Conference (CSCW)*, Boston, November 16-20, 1996.
29. Mandviwalla, M., and A. Hovav. "Process Redesign in Education: The Case of Documents." *Proceedings of the International Working Conference on Integration of Enterprise Information and Processes: Rethinking Documents*, Cambridge, MA, November 14 - 15, 1996, 357-370.
30. Mandviwalla, M. "The Essence of Groupware: System World View as a Basis for Analysis, Research, and Design." *Proceedings of the Americas Conference on Information Systems*, Arizona, August 16 - 18, 1996, 446-448.
31. Mandviwalla, M. (chair), J. Courtney, P. Gray, S. Magal, D. Viehland. "The Conference of the Future." (panel). *Proceedings of the Americas Conference on Information Systems*, Arizona, August 16 - 18, 1996, 883-885.
32. Nosek, J. and M. Mandviwalla. "Experimenting with Virtual Laboratories for Distributed Software Development Teams." *Proceedings of the Americas Conference on Information Systems*, Arizona, August 16 - 18, 1996, 329-331.
33. Mandviwalla, M. and A. Hovav. "Redesigning the Questioning, Discussion, and Document Processes." *Proceedings of the ACM Special Interest Group on Computer Personnel Research Conference*, Denver, April 11 - 13, 1996, 326-337.
34. Mandviwalla, M. (chair), R. Ramsower, D. Jordan, J. Nosek, & G. Dick. "The Conference of the Future and Communication Technology." Panel. *Proceedings of the ACM Special Interest Group on Computer Personnel Research Conference*, Denver, April 11 - 13, 1996, 374.
35. Mandviwalla, M. (chair), I. Chang, R. Light, L. Olfman, and J. Zadeh. "Communication Technology and the Conference of the Future." Panel. *Proceedings of the ACM Computer Science Conference*, Philadelphia, February 17, 1996.
36. Khan, S. (M. Mandviwalla as advisor) "Collaborative Object WorkSpace (COWS)." Poster Competition, *ACM Computer Science Conference*, Philadelphia, February 15 - 18, 1996.
37. Mandviwalla, M. & Nosek, J. "VLab: Virtual Laboratories for Software Development Teams." Demonstration. *ACM Computer Science Conference*, February, 1996.
38. Mandviwalla, M. & A. Mertens. "Communication Technology and the Conference of the Future." Multimedia summary. *ACM Computer Science Conference*, February 17, 1996.
39. Nosek, J. and Mandviwalla, M. "Matching Process Support Technologies to Learning Requirements: VLab - Virtual Laboratories for Distributed Team Software Development." *Proceedings of the Americas Conference on Information Systems*, Pittsburgh, August 25 - 27, 1995, 502-504.
40. Mandviwalla, M. and P. Grillo. "TeamBox: An Exploration of Groupware Interoperability." *Proceedings of the International ACM Conference on Organizational Computing Systems (COOCS)*, August 13 - 16, 1995, 347-353.

41. Mandviwalla, M., S. Clark, and K. Sandoe. "Collaborative Writing as a Process of Formalizing Group Memory." *Proceedings of the 28th Hawaii International Conference on System Sciences*, January 1995, Vol. IV, 342-350.
42. Mandviwalla, M. and L. Olfman. "Groupware Design Considerations." *GroupWare '94 Proceedings*, San Jose, CA, 127-134, October 1994.
43. Mandviwalla, M. & P. Grillo. "TeamBox: Researching the Groupware Interoperability Problem." Demonstration. *Computer Supported Cooperative Work Conference*, October 1994.
44. Sein, M. (chair), M. Mandviwalla, L. Olfman, and J. Satzinger. "Training Groups to Use Groupware." (panel). *Proceedings of the ACM Special Interest Group on Computer Personnel Research Conference*, Nashville, April 1994, 298.
45. Mandviwalla, M., P. Gray, L. Olfman, J. Satzinger. "The Claremont GDSS Support Environment." *Proceedings of the twenty fourth Hawaii International Conference on System Sciences*, Vol. III, 600-607, January 1991.
46. Sandoe, K., L. Olfman, and M. Mandviwalla. "Meeting in Time: Recording the Workgroup Conversation." *Proceedings of the Twelfth International Conference on Information Systems (ICIS)*, 261-271, December 1991.
47. Olfman, L. & M. Mandviwalla. "An Experimental Comparison of End-User Software Training Manuals." in K. Kaiser & Oppelland, H. (Eds.), *Proceedings of the IFIP WG 8.2 Working Conference on Desktop Information Technology and Organizational Worklife in the 1990's*, Elsevier, Amsterdam, 227-236, 1990.

EDITED PUBLICATIONS AND EDITORIALS

1. Mandviwalla, M., Watson, R., Brocke, J., and N. Patel. "Higher education: Why engagement should matter more than location." *ZDNet*, December 9, 2021, <https://www.zdnet.com/article/higher-education-why-engagement-should-matter-more-than-location/>
2. Mandviwalla, M., Harold, C., and Purnama, M. "Information Systems Job Index 2019." *The IBIT Report*, Institute for Business and Information Technology, Temple University and The Association for Information Systems, ISSN 1938-1271, December 2019, isjobindex.com.
3. Mandviwalla, M. & N. Patel "Why A.I. Just Might Save Your Job." Commentary. May 16, 2019. *Fortune.com*. <http://fortune.com/2019/05/16/walmart-ai-jobs-robot-workers/>.
4. Mandviwalla, M., Harold, C., and Boggi, M. "Information Systems Job Index 2017." *The IBIT Report*. Institute for Business and Information Technology, Temple University and The Association for Information Systems, ISSN 1938-1271, January 2018, isjobindex.com.
5. Mandviwalla, M., Harold, C., and Yastremsky, D. "2015 Information Systems Job Index." *The Association for Information Systems and Temple University*, May 2016.
6. Mandviwalla, M. "Why STEM is important for MIS." *AIS Insider*, June 04, 2015. Editorial. <http://aisnet.org/news/234226/Why-STEM-is-Important-for-MIS-.htm>

7. Mandviwalla, M., Goul, M., Dignan, L., and B. Jensen “STEM @ Work: Plotting a Course for STEM.” *BizEd*, March | April, volume xiv, issue 2, pp. 28-31, 2015.
8. Mandviwalla, M., Harold, C., Pavlou, P., Petrucci, T. “2013 Information Systems Job Index.” *The Association for Information Systems and Temple University*, October 2013.
9. Mandviwalla, M., Schuff, D., Chacko, M. and Miller, L. “Is That All There Is? Taking Education to New Levels in the Social Media Era. *Change: The Magazine of Higher Learning*, 45-5, 51-58, September 2013.
10. Wattal, S., Schuff, D., Mandviwalla, M. “Does the Internet matter? A study of the 2008 presidential primaries.” *The IBIT Report*. Institute for Business and Information Technology, Temple University, ISSN 1938-1271, November 2008.
11. Mandviwalla, M., Jain, A., Weinberg, P. Wireless 1.0. *The IBIT Report*. Institute for Business and Information Technology, Temple University, ISSN 1938-1271, August 2008,
12. Mandviwalla, M., Racherla, P., and Wattal, S. “Social computing and networking: Is your organization ready?” *The IBIT Report*. Institute for Business and Information Technology, Temple University, ISSN 1938-1271, July 2008.
13. Jain, A., Mandviwalla, M., and Banker, R. “Can Governments Create Universal Internet Access? The Philadelphia Municipal Wireless Network Story.” *IBM Center for the Business of Government*, 2007.
14. Mandviwalla, M. and A. Jain. “Can Corporate Applications of Wireless Go Beyond Simple Productivity Applications?” *Cutter Benchmark Review*, 6:6, 5-12, June 2006.
15. Kotabe, M., & Mandviwalla, M. (Eds) “Information technology & International Business.” *Journal of International Management*, 11:2, 117-312, June 2005.
16. Niederman, F. & Mandviwalla, M. “Introduction to Special Issue on the Evolution of IT (Computer) Personnel Research: More Theory, More Understanding, More Questions.” Editorial. *The Database for Advances in Information Systems*, 35 (3) 6-8, 2004.
17. Mandviwalla, M. (Ed.). “Proceedings of the 2002 ACM Special Interest Group on Computer Personnel Research Conference.” *ACM*, New York, NY, 2002. ISBN 1-58113-466-5.
18. Mandviwalla, M. Hovav, A., Zeitz, J., Patnayakuni, R., Carey, M., & Zaheeruddin, A. “E-Business in Healthcare: Virtual Communities and Meetings.” Grant Report: Aventis Behring Corporation, May 2002.
19. M. Mandviwalla, P. Chobhe, and S. Ponomarev “ActiveX/DCOM and Java/CORBA on the Web.” Comparison and Evaluation Laboratory, Temple University, May 1998.
20. McKillop, I., & Mandviwalla, M. “The Mondex Trial in Guelph.” Video case study. Wilfrid Laurier University, Waterloo, Canada and Temple University, October, 1997.
21. Mandviwalla, M., H. Patel, M. Warthen, P. Chobhe, P. Rajamohan, R. Kurian, R. Lam, S. Aloysia, S. Chandra, S. Ponomarev, V. Dasari, & B. Rubin. “Comparing Internet Development Platforms.” Comparison and Evaluation Laboratory, Temple University, August 1997.
22. Baram, G. & Mandviwalla, M. “Use of Computer Conferencing in Teaching Systems Analysis and Design.” *ACM Computer Science Education Bulletin*, 28: 2, June 1996.

23. Mandviwalla, M. and Khan, S. "The Visual Brainstormer." *Global Information and Software Society Internet Conference*, October 17 - 20, 1995.
24. Mandviwalla, M. "Software Architectures for Collaborative Systems." *ACM Special Interest Group on Office Information Systems (ACM SIGOIS) Bulletin*, 15 (3), April, 1995, 24-25.
25. Mandviwalla, M. & P. Gray. "Future Directions for Group Support Systems Research." *Proceedings of the International Federation of Operational Research Societies*, January, 1995.

INVITED PRESENTATIONS

1. "PRO Community – The Development Platform." M. Mandviwalla. Center for Information Systems & Technology, *Claremont Graduate University*, February 17, 2021.
2. "COVID-19 and IS: Challenges and Opportunities for People, Careers, & Institutions." R. Watson, J. Corbett, D. Galletta, B. Ives, M. Mandviwalla, & M. Tremblay. *Twenty-Sixth Americas Conference on Information Systems*, August 12, 2020.
3. "Small Business: Electronic Commerce and Digital Transformation." M. Mandviwalla (presenter), R. Flanagan, and M. Shenker. *Pennsylvania Small Business Development Centers Professional Consultant Symposium*, July 16, 2020.
4. "Service – A necessary distraction or tempting trap?" Jason Thatcher (chair), Lena Waizenegger, Sirkka Jarvenpaa, Munir Mandviwalla. *53rd Hawaii International Conference on System Sciences*, January 2020.
5. "7 challenges for IS". *Association for Information Systems, Council meeting*, December 2019, Munich, Germany.
6. "User Experience Design Portfolio" *User Experience Research and Design: Pecha Kucha Presentations*. Temple University, October 25, 2019.
7. "Achieving continuous professional development." *Aalto University*, Helsinki, Finland, September 19, 2019.
8. Monica Tremblay (chair), Diane Strong, Raj Sharman, Munir Mandviwalla, and Debra VanderMeer. "Thinking Ahead: Where Will I Publish My Design Science Dissertation?" Doctoral Consortium of the *14th International Conference on Design Science Research in Information Systems and Technology*, Worcester, MA, June 4, 2019.
9. "Strategic Enrollment Management." Robin Poston (Chair), Monica Trembley, Munir Mandviwalla, Timothy R Hill, and Maric Boudreau. *Twenty-Fourth Americas Conference on Information Systems*, New Orleans, August 16-18, 2018.
10. "Serverless and APIs." Munir Mandviwalla and Jeremy Shafer. *16th IT Teaching Workshop*, Boston University and University of Rochester, Boston, MA, May 30-31, 2018.
11. "The role of STEM and Information Systems." *2017 Southwestern Diversity Summit*, PhD Project, U.S. White House, and the University of Texas at El Paso, Texas, October 20, 2017.
12. "Recruiting and Managing the Next Generation IT Worker." Munir Mandviwalla, Dale Danilewitz, and Sukumar Narayanan. *Society for Information Management, Advanced Practices Council*, Philadelphia, PA, October 3, 2017.

13. Lemuria Carter (Chair), Timothy Hill, and Munir Mandviwalla. Transitions to Academic Leadership. Panel. *Americas Conference on Information Systems*, August 11-14, 2016.
14. "Junior Faculty Consortium." Tim Hill and Tabitha James (chairs). Mentor. *Americas Conference on Information Systems*, August 11-14, 2016.
15. "2015 AIS-Temple IS job Index." *Association for Information Systems and the Information Systems Academic Heads International*, Fort Worth, TX, International Conference on Information Systems, December 15, 2015.
16. "2015 AIS-Temple IS job Index." **Featured lunch speaker.** *5th Annual MIS Academic Leadership Conference*, November, 12-14, 2015, University of Arizona, Tucson.
17. "Complex Adaptive Systems and Design Science." *3rd Annual Symposium on Complexity and IT*, July 6-7, 2015, Montpellier Business School, France.
18. "Improving Complex Adaptive Supply Chain with Top-down and Bottom-up IT Processes." Ning Nan and Munir Mandviwalla. *3rd Annual Symposium on Complexity and IT*, July 6-7, 2015, Montpellier Business School, France.
19. "2013 AIS-Temple IS job Index." *Information Systems Academic Heads International Annual Meeting*, December 20, 2014.
20. "Innovation in Information Systems." *4th Annual MIS Academic Leadership Conference*, September, 12-13, 2014, University of Texas, Austin.
21. "Navigating Academic Politics." Robin Poston, Monica Tremblay, and Munir Mandviwalla. Panel. *The PhD Project Conference*, August 5-7, 2014, Savannah, GA.
22. "Applying CAS and Social Media to Create the Next Generation Learning Platform." *2nd Annual Complex Adaptive Systems Symposium.* Munir Mandviwalla, David Schuff, and Kartik Ganju, University of British Columbia, Vancouver, Canada, July 25-26, 2014
23. "Zero to No. 1: 6 steps to building a world class department." **Keynote speech.** *Ninth Annual Midwestern Association for Information Systems Conference*, May 15 - 16, 2014, Ames, IA.
24. "Certification Merits and Issues." Doug Vogel, Leon Zhao, Fred Niederman, Claudia Loebbecke, and Munir Mandviwalla. *Workshop on Business Processes & Services*, Milan, Italy, December 15, 2013.
25. "Do Business Schools have a Role in STEM Education." Munir Mandviwalla (Chair) Todd Christy, US Airways, Larry Dignan, ZDNet, and Michael Goul, Arizona State University. *AACSB International Associate Dean's Conference*, Phoenix, AZ, November 11-13, 2013.
26. "2013 AIS – Temple Fox School Information Systems Job Index." *Third Annual MIS Academic Leadership Conference*, October 24-26, Indiana University, IN, 2013.
27. "Reimagining higher education as a complex adaptive system." Munir Mandviwalla & David Schuff. *1st Annual Complex Adaptive Systems Symposium*, University of Texas, Austin, October 11-12, 2013.
28. "AIS Job Index: Why you should care." *AIS Student Chapter Conference*, Bentonville, AR, April 19, 2013.
29. "Social Education and the Fox MIS Community Site." David Schuff and Munir Mandviwalla, *EDUCAUSE 2012*, Denver, November 8, 2012.

30. "Where will MIS go in 2015? 2020?" Paul Pavlou (chair), Sandra Slaughter, Chris Dellarocas, Sinan Aral, and Munir Mandviwalla. *2nd Annual MIS Academic Leadership Conference*, Philadelphia, November 1-3, 2012.
31. "Strategic Framework for Managing the Social Media Portfolio." *JPMorganChase SMART Session*, Webinar for about 200 employees at JPMorganChase, October 1, 2012,
32. "Making Education Social: The FoxMIS Community Site." David Schuff and Munir Mandviwalla, *Campus Technology Forum*, July 16-19, 2012, Boston.
33. "Social Media Strategic Framework." *Society for Information Management, Advanced Practices Council*, May 8, 2012, Chicago, USA.
34. "Social Media Strategy," *Magic Hour Users Conference*. **Keynote speaker**. Philadelphia, April 30, 2012.
35. "Making Education Social: The FoxMIS Community Site." David Schuff and Munir Mandviwalla. *Campus Technology Forum*, Los Angeles, May 1, 2012.
36. "Strategic Framework for Managing the Social Media Portfolio." *Society for Information Management - Philadelphia*, Feb 7, 2012, Philadelphia, USA.
37. "The good, the bad, & the ugly of social media." M. Mandviwalla (chair), S. Johnson, P. Pavlou, & S. Wattal. *Temple University TV*, televised panel. November 14, 2011.
38. "The Social Media Opportunity." *The 2011 Frederic Fox Lecture in Leadership*. Fox School of Business, Temple University, May 3, 2011. Workshop organizer, moderator, and speaker.
39. "Re-imagining the role of technology in higher education." **Keynote speaker**. *WordCamp Philly*, Philadelphia, PA. October 30, 2010.
40. "Social media and e-politics: Reaching and engaging citizens." *The Digital City: Mayors' Technology Summit*, Philadelphia, PA. October 5, 2010.
41. "Smarter Students for a Smarter Philadelphia." *IBM Smarter Cities*, June 8 2010, Philadelphia.
42. "The New IS Student: Innovations in Engaging Students." T. H. Hai, T. Kayworth, R. Venkataraman, E. Berki, and M.Mandviwalla. Panel. *Information Systems Academic Heads International (ISAHI)*, Phoenix, AZ, USA, December 17th, 2009.
43. "Wi-Fi in Philadelphia and the Transformation of Urban Communication and Community." Panelist. *Eastern Communication Association Convention*, April 28, 2006, Philadelphia, PA.
44. "Municipal Broadband Wireless Networks: Realizing the Vision of Anytime, Anywhere Connectivity" *Claremont Graduate University*, September 09, 2005, Claremont, CA.
45. "Philly Hot Spot or Just Hot Air?" Panelist. *Young Involved Philadelphia (YIP) Civic Education Forum on Wireless Philadelphia*, May 18, 2005. Philadelphia, PA.
46. "Radio Frequency Identification (RFID) in Practice." Mandviwalla, M. (chair), Joel Confino, Chariot Solutions, Eric Dzwonczyk, Campbell Soup, Dave Ferguson, Tyco, Mike Forehand, AstraZeneca. *Eastern Technology Council CIO Roundtable*, November 10, 2004.
47. "Who's in the driver's seat: technology or education?." McManus, M. (Chair), C. Smith, Mayor's Commission, J. Loftus, Safeguard Scientifics, C. Rhoads, ETM Associates, M.

- Mandviwalla, M. McCoey, LaSalle University. *CIO Forum and Executive IT Summit*, Society of Information Management, Philadelphia, May 07, 2003.
48. "Increasing the Participation of Underrepresented Minorities and Women in the IT Industry." Smith, C. (Chair), Mandviwalla, M., Lewis, J., Reese, T, and Renzulli, P. Panel. *Philadelphia Cable TV program*, January 30, 2003.
 49. "Industry and Higher Education: A new era of mutual dependence?" *Society of Information Management Conference*, Philadelphia, October 22-23, 2002.
 50. "Assessing the opportunity of applying integrative and disruptive technologies." *SAP Worldwide Research Conference*, Orlando, February 23-25, 2002.
 51. "E-Business Case Study: Half.com" M. Mandviwalla and C. Fralic. *EbusinessTour*, Philadelphia, May 23, 2000.
 52. "Curriculum Development / Program Revision Processes - Adding an E is not E-nough." With R. Chandran, O. Lee, M. Smith, and P. Weinberg. *AACSB Management Education E-Commerce Conference*, June 2-3, 2000, Boston, MA.
 53. "Collaboration Technologies and Electronic Commerce: New Directions & Issues." NASA Langley Research Center, July 20, 1999.
 54. "The Technology of Electronic Commerce." *IBM Corporation*, Pakistan, July 24, 1998.
 55. "Human Computer Interaction: Collaboration, Communication, and Electronic Commerce." *Institute of Business Administration*, University of Karachi, Pakistan, July 8, 1998.
 56. "Industry and Universities: A New Era of Cooperation?" Munir Mandviwalla (chair), Daniel Pantaleo, Paul Weinberg, Corey Schou, RoseAnn Rosenthal, and Frank Friedman. *Temple Technology Showcase*, June 3-4, 1998.
 57. "Multimedia and Collaboration: One example of integration into a hybrid distance learning course." *ATTIC Technology Workshop*, Temple University. April 9, 1998.
 58. "Organizational Memory System Design." *Hawaii International Conference on System Sciences*, January 6-9, 1998.
 59. "Human Computer Interaction." *Implementing Clinical Information Systems*, Montreal, October 13 - 15, 1996.
 60. "Human Computer Interaction and Software Requirements." *Developers Workshop for Clinical Information Systems*. Temple University, School of Dentistry, November 8 - 10, 1995.
 61. "Cooperative Collaborative Learning." *ATTIC Brown Bag*. October 26, 1995.
 62. "The Groupware Marketplace." M. Mandviwalla. *Society for Information Management Philadelphia Chapter*, Philadelphia, April 11, 1995.
 63. "Integrating Communication Technologies into the Learning Process." *ACM Special Interest Group on Computer Personnel Research*, Nashville, April 1995.
 64. "Applying Email, Bulletin Board, and World Wide Web Technologies to the Learning Process." *Instructional Technologies User Group*, Temple University, April 1995.
 65. "Integrating Communication Technologies into the Learning Process." *College of Engineering*, Temple University, February 1995.

66. "Software Architectures for Cooperative Systems." *ACM Conference on Computer Support Cooperative Work Workshop*, North Carolina, October 23, 1994.
67. "Where the Rubber Meets the Road: Human Interaction Issues in Technology Supported Environment." *ACM Conference on Computer Support Cooperative Work Workshop*, North Carolina, October 22, 1994.
68. "What do Groups Need?" *CHI Systems, Inc.* Wayne, Pennsylvania, October, 1994.
69. "MIS Camp: Junior Faculty Consortium. Organizational Communication & Information Systems Division, Academy of Management." Dallas, August 13, 1994.

TEACHING

Educational innovation

Online program: Applied my research on teamwork, learning, and social media to design a new type of high engagement graduate online program, 2015 – present.

- Key elements include Learnathons – instructor led scripted intense synchronous sessions, Co-creation – students create and review content, Meet-ups – informal student led discussion, and Continuous student development (see below).
- The resulting MS Digital Innovation in Marketing program implemented with Mike Smith and now led by Amy Lavin is very successful, maintaining about 95% retention.

Co-creation model: With David Schuff, applied Web 2.0 concepts to change graduate and undergraduate courses from delivery of content to co-creation with students, who bring in and discuss new knowledge from within and outside the course, 2012-present.

Learn IT assignments: Created a new type of assignment for non-majors to provide hands-on experience with important business topics such as coding, ERP, and digital branding. Adopted by other faculty for EMBA, MBA, Masters, and introductory undergraduate courses, 2012-present.

Storyboarding: Initiated the use of storyboarding so students can quickly prototype and visualize software solutions. Selected tool, prepared guide, and integrated into courses, 2011 – 2018.

Two banks case and simulation: Created a case study about the merger of two banks. Created (with Matt Dampf) an online simulation of two different banking systems for the case. The integrative case and simulation was applied across the entire undergraduate curriculum, 2007-2010.

Student development platform: With Manoj Chacko and Laurel Miller, designed a patent pending platform that improves student development, 2008-present.

- The PRO platform applies social, gamification, and complex adaptive systems theory to develop students by integrating new knowledge (learning to know), gaining insight into others (learning to live together), and supporting sharing and interaction (learning to be).
- Students receive points for participating in and reflecting on development activities. Points are displayed on a leaderboard, earned badges display on the student's e-portfolio which also contains reflections, and all development activity is publicly displayed on a home page.
- Licensed and in use at Temple MIS, San Jose State University, and Scholastic, Inc. Previously piloted at three other institutions, the platform has impacted more than 4000 total students.

- Temple MIS students who graduated 2012-2018 created 623 e-portfolios, participated in 6,474 different activities, earning 617,558 points, at an average of 1030 points per student.
- The Temple Tech Transfer office is supporting the creation of a start-up based on the platform.

Program development

I led or significantly contributed to the development of the following new or revised degree programs. This included establishing the vision, identifying topics, and creating courses.

Doctoral and Masters

1. Master of Science – Digital Innovation in Marketing (100% online) in partnership with Department of Marketing (Munir Mandviwalla and Michael Smith) (2014)
2. Master of science in health informatics with College of Health Professions & Social Work (Cindy Marselis and Munir Mandviwalla) (2009)
3. Master of Science in Management Information Systems (replaced MSBA) (Munir Mandviwalla) (2002)
4. PhD in business administration concentration in MIS (Heinz Klein and Munir Mandviwalla) (2001)
5. MBA concentration in MIS (Munir Mandviwalla and Paul Weinberg) (2001)
6. Master of Science of Business Administration in Management Information Systems (Munir Mandviwalla) (2000)
7. Master of Science in E-business (Michael Smith, Paul Weinberg and Munir Mandviwalla) (2000)
8. Dual MBA/MS in E-business (Michael Smith, Paul Weinberg and Munir Mandviwalla) (2000)

Bachelors

9. Reclassify the BBA in MIS as a STEM program (Munir Mandviwalla and Mart Doyle) (2014)
10. Bachelors in MIS restructure to focus on digital innovation including enterprise architecture, analytics, change leadership, design, and service delivery (Munir Mandviwalla and Mart Doyle) (2011)
11. Bachelors in MIS restructure to focus on business technology integration through process analysis, databases, application development, and project management (Munir Mandviwalla) (2006)
12. Bachelor of business administration major in MIS (Munir Mandviwalla) (2001)

Undergraduate minors

13. Minor in Digital Marketing with Department of Marketing (Munir Mandviwalla and Michael Smith) (2010)
14. Minor in Information technology innovation and entrepreneurship with Department of Strategic Management (Monica Treichel, Youngjin Yoo, and Munir Mandviwalla) (2008)
15. Minor in MIS (Rosalie Ocker and Munir Mandviwalla) (2003)

Course development

School wide core course development

1. Revised Bachelors school wide 3 credit MIS course to focus on systems thinking (Steven Johnson and Munir Mandviwalla) (2014)

2. Bachelors school wide 3 credit MIS course focused on organizational systems (Munir Mandviwalla) (2008)
3. College wide computer literacy requirements, associated test and workshops (Munir Mandviwalla and Joseph Allegra) (2008)
4. MBA core 1.5 credit wide core on IT Perspectives (Munir Mandviwalla) (2000)
5. Information Technology Management (required MBA core course)
6. Managing Information in the Enterprise (required EMBA core course)
7. Information Systems Management and Processes (required MBA course).

MIS Masters and Bachelors course development

1. User experience design (required course for majors)
2. Information systems innovation (elective course for undergraduate students)
3. Information systems integration (required capstone course for majors)
4. Enterprise architecture for IT auditing (required course for MS in IT auditing)
5. MIS Foundations and Theory (required doctoral course)
6. Internet/Intranet Design (elective undergraduate and graduate courses).
7. User Interface Design (elective graduate and undergraduate courses).
8. Collaborative System Design and Theory (elective graduate and doctoral course).

Courses taught

1. User experience design (undergraduate)
2. Managing Information in the Enterprise (EMBA)
3. Information systems integration (undergraduate)
4. Enterprise architecture for IT auditing (MS in IT auditing)
5. Information Technology Management (MBA)
6. Information systems innovation (undergraduate)
7. MIS Foundations and Theory (doctoral)
8. Advanced Research Topics and Methods in MIS (doctoral)
9. Collaborative System Design and Theory (doctoral)
10. Methods in Information Systems (doctoral)
11. User Interface Design (graduate)
12. Information Systems Applications in Organizations (graduate)
13. Information Systems Management and Processes (graduate)
14. Information Systems Implementation (undergraduate)
15. User Interface Design (undergraduate)
16. Management Information Systems (graduate and undergraduate)
17. Introduction to Computers & Programming (undergraduate)

Executive education

Systems thinking: Designed a one-day workshop that applies systems thinking and innovation theory to envision new digital products and services for NBCUniversal and QVC, 2015-2018.

Student mentoring

Doctoral

1. Marcus Collins (2021). *External Reader*. Executive Doctorate in Business Administration (EDBA) awarded spring 2021: “Exploring Social Contagion Within a Tribe Called Hip Hop: Mechanisms of Evaluation and Legitimation.”
2. Vincent Ford (2019). *Dissertation chair*. Executive Doctorate in Business Administration (EDBA) awarded spring 2019: “Digital Engagement as a Mechanism for Digital Transformation: An Exploratory Study of the Performing Arts.” Current status: Vice President Digital, New York Philharmonic.
3. Douglas Schutz (2013). *Dissertation co-chair*. “Seeking and Sharing Knowledge Using Social Media in an Organization: The Impact of Social Influence, Organization Structure and Social Capital.” July 2013, Temple University, Philadelphia. Current status: Vice President, Citizens Bank.
4. Racherla, Pradeep (2008). *Dissertation committee member*. Factors Influencing Consumers' Trust Perceptions in Online Product Reviews: A Study of the Tourism & Hospitality Online Product Review Systems. July, 2008. Temple University, Philadelphia. Current status: Director, Aspiron Consultants.
5. Asif, Zaheeruddin (2008). *Dissertation committee member*. An Analysis of Deliberative Communications in Online Communities. May, 2008, Temple University, Philadelphia. Current status: Assistant Professor, Institute of Business Administration, Karachi, Pakistan.
6. Xiang, Zheng (2008). *Dissertation committee member*. Assessing the Online Tourism Domain from an Information Search Perspective, January 2008, Temple University, Philadelphia. Current status: Associate Professor, Virginia Tech.
7. Stein, Alexander (2007). *Dissertation committee member*. Intra-organizational and inter-organizational dimensions for successful integrated CRM systems in b-to-b settings, July 2007, Temple University, Philadelphia. Current status: Assistant Professor, Temple University.
8. Marc, Max (2006). *Dissertation chair*. When Preconceptions Matter: Understanding Preprototype Usefulness of Information Technology, the case of a Municipal Wireless Network, August, 2006, Temple University, Philadelphia. Current status: Professor, Black Hills State University.
9. Schiller, Shu (2006). *Examination committee chair and Dissertation committee member*. A Dyadic Analysis of Media Synchronicity and Task in Live Chat Online Customer Service (LCOCS). Current status: Professor and Associate Dean, Wright State University.
10. Habelow, E. (2000). *Examining committee member*. Factors related to the use of an electronic performance support system. Temple University College of Education, January 2000.

Bachelors and Masters

1. Michelle Purnama (2018–2020). “2019 IS Job index.” Apply basics of research, data analysis, writing, and presentation to produce the 2019 IS Job Index Report. Current status: Associate, Deposco.
2. Maria Boggi (2017-2018). “2017 IS Job Index.” Apply basics of research, data analysis, writing, and presentation to produce the 2017 IS Job Index Report. Current status: Associate, PWC.
3. David Yastremsky (2015-2016). “2015 IS Job Index.” Apply basics of research, data analysis, writing, and presentation to produce the 2015 IS Job Index Report. Current status: Pursuing Masters leading to Doctorate, University of Pennsylvania.
4. Matt Andrien (2013). “2013 IS Job Index.” Apply basics of research, data analysis, writing, and presentation to produce the 2013 IS Job Index Report. Current status: Consultant, EigenX.
5. Anuja Deshmukh (2008-2009). “Social Capital Development within Higher Education Institutions: The Role of Technology Aided Social Networks.” *Temple Undergraduate Research Forum*. Research Scholars Program. Current status: Manager, Change Healthcare.
6. Tenant, Vanessa (2008). *External Examiner, MPhil*. “Performance Testing: Evaluating a RFID Library Inventory Reade.” University of Technology, Jamaica, September 2008.

EDITORIAL AND REVIEW SERVICE

1. Session Chair, *16th International Conference on Design Science Research in Information Systems and Technology*, August 4 - 6, 2021, Kristiansand, Norway.
2. Program Committee, *16th International Conference on Design Science Research in Information Systems and Technology*, August 4 - 6, 2021, Kristiansand, Norway.
3. Program Committee, *15th International Conference on Design Science Research in Information Systems and Technology*, December 3 - 5, 2020, Kristiansand, Norway.
4. Special Issue Editorial Board – *MISQ Special Issue on Complexity*, 2016.
5. Associate Editor – *International Conference on Information Systems*, December 2016. Dublin, Ireland.
6. Associate Editor – *Journal of Strategic Information Systems (JSIS)*, September 2000 – 2014. Published by Elsevier.
7. Co-chair mini-track – Municipal Wireless Networks, *12th Americas Conference on Information Systems*, August 4-6, 2006.
8. Program Committee Member. *International Conference on Information Systems (ICIS)*, Barcelona, Spain, December 10-12, 2002.
9. Associate Editor -- *Communications of the Association of Information Systems (CAIS)*, August 1998 – 2006. Published by the Association of Information Systems (AIS).

10. Editorial Board – *Computer Personnel*, March 1998 - 2000. Published by the Association of Computing Machinery (ACM).
11. Editorial Review Board -- *Journal of Information Technology Cases and Applications (JITCA)*. February 1998 - 2000.
12. Co-chair mini-track – “Training and Use of Emerging Technology. *Americas Conference on Information Systems*, Indianapolis, August 15-17, 1997.
13. Program Committee Member for 1995, 1996, 1997, 1998. *ACM Special Interest Group on Computer Personnel Research Conference (SIGCPR)*.
14. *Journal Reviews* for Management Information Systems Quarterly (MISQ), Communications of the ACM (CACM), Information Processing and Management, International Transactions in Operational Research (ITOR), Information Systems Research (ISR), Information Systems Journal (ISJ), Journal of Organizational Computing and Electronic Commerce, Journal of Education for Business, Electronic Journal on Virtual Culture (EJVC), California Management Review (CMR).
15. *Conference Reviews* for International Conference on Information Systems, Americas Conference on Information Systems, Hawaii International Conference on System Sciences (HICSS), International Conference on Design Science Research in Information Systems and Technology (DESRIST), Computer Personnel Research Conference (SIGCPR), ACM Computer Science Education (SIGCSE), ACM Computer Human Interaction Conference (CHI), European Conference on Information Systems (ECIS).

PROFESSIONAL SERVICE

Association for Information Systems

Association for Information Systems Digitalization Service for Small Business. Co-organizer with Alan Dennis and Eleanor Loiacono. International initiative to help small business impacted by Covid-19, May 2020 – December 2020. See: <https://aisnet.org/page/smallbusiness>

- Based on project started by IBIT at Temple University
- 30 universities worldwide have signed up

Association for Information Systems Covid-19 Forum. Co-editor with R. Watson and B. Ives. Online forum and resources for the IS academic community on Covid-19, March 2020-March 2021. <https://communities.aisnet.org/covid-19andis/welcome>

- Created online forum, posting policy, and initial content
- Forum was open to 7,025 individuals, attracted 20,368 visits, 253 unique posts, 105 discussion threads, and 152 responses.
- Managed creation of online panel on job search resulting from the forum
- Created new AIS Learning Action Awards to recognize changed learning practices

AIS - National Analytics Challenge. With David Schuff and Laurel Miller, manage analytics competition as part of the AIS Student Leadership Conference and Competition, 2015-present.

- About 20-30 universities participate each year in two stages
- Award up to \$10,000 to MIS students from schools across the USA.
- Managed by IBIT and sponsored by a corporation who each year send judges to the event.

AIS-Temple IS Job Index. Research team lead, 2011 – present. See: <https://isjobindex.com>.

- Publish national report and website biennially on IS placement, jobs, search, and knowledge.
- Formed a coalition of 30+ universities to collect data from about 2000+ students.
- Formed a national advisory board of distinguished faculty.
- Report is distributed to about 6000 academic and industry leaders nationwide.

AIS Leadership Excellence Award. Chair, proposed, created and implemented Association for Information Systems Leadership Excellence Award, 2016-2019.

- Zack Hicks, EVP and CDO, Toyota Motors, 2018
- Ji-Hoon Rim, CEO, Kakao, 2017
- Atish Banerjee, Chief Information Officer, Facebook, 2016

Student Chapters. Vice President, Association of Information System. Started student chapters within AIS to provide a “home” for all IS students worldwide, 2008 – 2011. <https://sc.aisnet.org/>

- Formed a group to change AIS mission to include undergraduate and master’s students.
- Established mission, vision, and models for managing student chapters.
- Formed an advisory board and created a template for submitting annual reports.
- Created a new position in the AIS council – Vice President of Student Chapters.
- Elaborated value proposition and managed the creation of brochures and posters.
- Created annual awards including committee structure, criteria, and evaluation process.
- Created conference structure including governance, timelines, and program template.
- Created a model and committee for competitions as part of the student chapter conference.
- Inaugural student chapter conference was held in April 2009 at Temple University and the founding chapters were inducted into AIS at a special ceremony, at ICIS, December 2009.
- Formed chapter advisory board and announced annual chapter award winners, December 2010.
- 75 universities from 13 countries formed AIS student chapters, representing more than 3000 students at the completion of my term in 2011.

Technology Advisory Committee. Member. Association of Information Systems, 2006 – 2010.

ISWorld Net Virtual Meeting Center (VMC). Created and organized a new virtual meeting series, 1997 - 2000.

- Collaborative Work and Systems, April-May, 1998.
- AIS Expert Workshop (AISPert) series (w. Ron Weber), November, 1998.
- The VMC received the 1998 ISWorld Net Challenge Award.

ISWorld Net Contributions Editor and Advisory Committee. Implement and coordinate activities to build ISWorld Net - an effort to create a Web resource for the IS community, 1994 - 2000.

Academic Community

- *External consultant.* Department Review, *Georgia State University*, Computer and Information Systems Department, March, 2014.
- *Conference Chair.* *2nd Annual MIS Academic Leadership Conference*, November 1-3, 2012. Hosted 70 faculty and deans representing 53 universities worldwide to discuss strategy, programs, and management. Keynote: Joseph Spagnoletti, SVP & CIO, Campbell Soup.

- *MIS Academic Leadership Conference (MALC)*. Worked with Srinivasan Raghunathan, UT Dallas, who hosted the first MIS Program Directors Conference in 2011 to restructure the event into an annual rotating expanded conference branded as the *MIS Academic Leadership Conference* for all faculty in leadership roles, 2011-present.
- *Conference Chair*. Conceived and hosted the *inaugural AIS student chapter conference*. 60 participants from 39 universities worldwide planned the creation of AIS student chapters, April 2009.
- *External consultant*. Evaluated the proposed BS and MS programs in Business and Information Systems. *New Jersey Institute of Technology*, Newark, NJ. February – March, 2008.
- *Conference Chair*. *Computer Personnel Research Conference*, Association for Computing Machinery (ACM), Special Interest Group on Management Information Systems (SIGMIS). *Freedom in Philadelphia: Leveraging Differences and Diversity in the IT Workforce*, Philadelphia, PA, April 10-12, 2003.
- *Program Chair*. *Computer Personnel Research Conference*, Association for Computing Machinery (ACM), Special Interest Group on Computer Personnel Research (SIGCPR). *The Information Technology (IT) Workforce in the Digital World: Managing IT workers across borders, time, distance, and culture*. Kristiansand, Norway, May 14-16, 2002.
- *Design Editor*. *Management Information Systems Quarterly (MISQ)*. Lead innovations in the process of scholarship and electronic publication, 1997 – 1999.
- *Publicity Co-Chair*. ACM Special Interest Group on Computer Personnel Research Conference (SIGCPR), 1997.
- *Webmaster*. Created a World Wide Web information page for the SIGCPR Conference, 1995.

COMMUNITY SERVICE

- *Advisor*. Institute for Business and Information Technology, Digital Transformation Service. Advised Myra Ashraf and Dru Valugubelly on the digital transformation of Nancy's House, a non-profit that provides services to care givers, PA. Kimberly Terry, Executive Director. November – December 2021. <https://nancys-house.org/>
- *Advisor*. Institute for Business and Information Technology, Digital Transformation Service. Advised Oviya Soundararajan and William Bryant on the digital transformation of Funnel Cakes & More, a food truck in Philadelphia, PA. Janell Savoy, Owner. November – December 2021. <https://www.funnelcakesandmore.com/>
- *Advisor*. Institute for Business and Information Technology, Digital Transformation Service. Advised Safaniya Paul and Diana Milena Idarraga on the digital transformation of Heavy Hitters Thai Boxing, a training gym in Philadelphia, PA. Michael Rakay, Owner and Head Coach. May – June 2021. <https://www.heavyhittersphilly.com/>
- *Advisor*. Institute for Business and Information Technology, Digital Transformation Service. Advised Joe Pacitti and John Obassy on the digital transformation of GreenTreks Network, a non-profit environmental film production company in Philadelphia, PA. Barry Lewis, Executive Director. February – March 2021.

- *Advisor.* Institute for Business and Information Technology, Digital Transformation Service. Advised Catherine Rheault and Rishi Duggal on the digital transformation of Paper Dolls, a women's clothing store in Amber PA, owned by Missy McMonagle, January - February 2021.
- *Member.* Ben Franklin Technology Center Computer Technical Advisory Committee. Review funding proposals and attend meetings, 1996 - 2017.
- *Advisory Board.* Philadelphia ITEC, 2002.

UNIVERSITY AND COLLEGE SERVICE

- *Member.* University Promotion and Tenure Committee, Business and Social Sciences (UTPAC), Temple University, 2021-2022.
- *Advisor.* Fox Management Consulting, Ben Franklin Technology Partners Project, Spring 2021.
- *Member.* Non-Tenure Track Promotion Committee, Fox School of Business, 2020-2021.
- *Member.* Steering Committee, Fox School of Business Collegial Assembly, 2020-2021.
- *Member.* Steering Committee, Fox School of Business Collegial Assembly, 2019-2020.
- *Chair, IMPACT awards, 2016-2018.*
 - Proposed and chaired committee to create school wide awards
 - Awards recognize group achievements in research, teaching, or service
 - Recipients selected using peer review
 - Established policies including rotating committee structure
 - Created process for submission, verification, anonymous rating of submissions
 - Secured automatic merit, prizes, and recognition for award winners at special event.
 - First IMPACT awards received 21 nominations, rated by 128 faculty and staff, from which the top 3 highest rated entries received awards, April 27, 2017.
- *Member.* University CIO search committee, 2015 – 2016.
- *Program Chair.* The social media opportunity. Industry-academic conference part of the Frederic Fox Lecture in Leadership, May 3, 2011.
 - Created program, recruited speakers, and moderated event
 - Keynote speaker: Niraj Patel, President ISGN, Partner Witmer, LLC
 - Co-edited with Julie Fesenmaier, viewbook of 29 Temple University social media projects
- *Consultant.* Temple GenEd program. Assisted the GenEd program in rethinking how it communicates with students using social media, 2010-2011.
- *Co-chair.* With Paul Weinberg and Rachel Tomlinson, created a 360 degree balanced scorecard quantitative school-wide model and data aggregation strategy to assess academic departments on research, teaching, and service, 2008-2010.
- *Committee member.* Temple University, Tuition Task Force, 2008 – 2009.
- *Committee member.* Non-Tenure Track Promotion Review committee, June 2008.
- *Chair.* Ad-hoc committee on Non-Tenure Track Promotion Criteria. Created career path and promotion criteria for practice and teaching faculty, 2008.

- *Chair.* Undergraduate Programs Subcommittee on *Technology and Information Systems*, 2006-2010.
 - Created computer literacy requirements for all Fox School students.
 - Created IT learning goals for all Fox School undergraduate programs,
- *Committee Member.* Techno Graduate Programs. Rapidly establish and deploy three *new graduate programs* including a full-time dual degree MBA/MS in E-Business, MS E-Business, and MBA in E-Business, 1999 – 2000.
- *Chair.* MBA 2000 Industry Course Sequence subcommittee on Information Technology. Created a two course industry focused sequence, 1999 – 2001.
- *Co-Chair* Tuttleman Learning Center Committee, 1999 – 2000.
- *Senate Member.* Temple University Faculty Senate, 1995 – 1998.

INSTITUTE FOR BUSINESS AND INFORMATION TECHNOLOGY (2002 – PRESENT)

Mission

The Institute for Business and Information Technology (IBIT) produces and shares knowledge by integrating industry perspectives with academic expertise to create forums that engage faculty and students from all of Temple University. The activities, described below as industry engagement, knowledge development and sharing, and student development, generate impact by fully engaging with the research, teaching, and service mission of higher education. Self-funded. Co-created, co-manage, and co-funded with Laurel Miller. Visit <https://ibit.temple.edu> for the most recent annual report.

Industry and community engagement

IT Advisory Board: With Bruce Fadem, VP and CIO, Wyeth as founding chair we formed an advisory board for IBIT and MIS, which meets 2-3 times a year, 2005-present.

- Founded in 2005, based on prior IT fellows
- In 2013, board voted to change structure so that members contribute to a scholarship or become a corporate member (see below) resulting in 10-15 \$5,000 scholarships each year.
- Key accomplishments include guiding new programs, curriculum changes, student development, knowledge exchange, and scholarships.
- Current members
 1. Andrea Anania Stewart, Retired VP & CIO, CIGNA
 2. Sondra Barbour, Member, Board of Directors of AGCO Corporation and Perspecta
 3. Satbir Bedi, EVP, Operations & CTO, Scholastic Corporation
 4. Himesh Bhise, President & CEO, Synacor
 5. Michael Bradshaw, EVP & CIO NBCUniversal
 6. Jonathan Brassington, Head Capgemini Invent NA
 7. Chris Cera, CEO Arcweb Technologies
 8. Dinesh Desai, Chairman & CEO, Emtec, Inc.
 9. Larry Dignan, Global Editor-in-Chief, ZDNet
 10. Bruce Fadem (Chair) Retired VP & CIO, Wyeth
 11. Jeff Hamilton, SVP, Pfizer Digital

12. George Llado, SVP & CIO, Alexion
13. Sukumar Narayanan, President DecisivEdge, LLC.
14. Niraj Patel, Global Head, Platforms and AI, DMI
15. Kent Seinfeld, Retired SVP & CIO, Commerce Bank
16. Mark Spykerman, CIO, AmerisourceBergen

Corporate sponsorship: Annual corporate sponsorship offers a set of benefits including board appointment, research projects, events, corporate training, and recruiting, 2007-present.

- Full sponsorship is \$45,000, small company membership is \$1,000 - \$5,000.
- IBIT is the only unit at Fox that has sustained multilayered sponsored relationships involving senior executives, projects, events and financial contributions with major Fortune 100 corporations.
- Current members include: AmerisourceBergen, Alexion, Arcweb, Curtis Institute of Music, Emtec, Facebook, NBCUniversal, Pfizer, Scholastic, Synacor
- Prior members include: QVC, Walmart, Merck, Campbell Soup, Lockheed Martin, GSK and others.

IT Awards: Recognize IT Leadership, IT Innovator, and Distinguished Alumni award recipients at a reception involving 350-450 attendees each year, 2001-present. See:

<http://ibit.temple.edu/programs/it-awards/>

- To-date recognized 53 individuals including the founders of WordPress, Blackboard, half.com, Vonage, and the inventor of Ford Sync, CEOs of SAP and Siemens, and the CIOs of Wyeth, Cigna, GSK, Campbell Soup, Merck, NASA, Vanguard, Walmart, and others.
- Prior recipients select new award winners.

Executive-in-Residence: Program that engages students and faculty with industry leaders, 2010-present. See: <https://ibit.temple.edu/programs/executive-in-residence/>

- Appointed nine senior leaders
- Each executive spends one or two full days on campus each year

Centers: To promote topic based industry engagement, IBIT provides an administrative umbrella and/or seed funding for centers:

- Center for Cybersecurity, Anthony Vance (MIS), 2018
- Global Center on Big Data and Mobile Analytics, Xueming Luo (Marketing), 2014
- Center for Design and Innovation, Youngjin Yoo (MIS), 2010
- Center for Neural Decision Making, Angelika Dimoka (Marketing), 2009

Small business and non-profit digital transformation: Started a program to provide free digital services for the local community. To-date we have transformed 71 local businesses and non-profits, the majority of which are minority owned or managed (74% female, 46% Black, Hispanic or Asian), with services such as web design, ecommerce, payment, branding, advertising, and digital business models. These critical local organizations were badly hurt during the pandemic. Each project is a two-week agile sprint with two students and an advisor. Close to a hundred students and advisors have participated from four schools: Fox, Klein, Tyler, and CST. The client feedback has been positive and student reflections indicate significant

learnings. To the best of our knowledge, this program is first-of-a-kind; our approach has inspired similar programs at 30 universities worldwide, April 2020-present.

Knowledge development

Digital Innovation Foundry (DIF): Generates digital innovation by assessing, integrating, and prototyping digital technologies featuring the Digital Innovation Lab, March 2019 - present.

- Manage endowments and Digital Innovation Lab.
- Projects involve faculty and students in engineering, biology, supply chain, and MIS:
 - New digital markets
 - Autonomous vehicle testbed
 - Corporate professional development
 - On demand assessment of financial risk
 - Visualizing genomics

Digital Innovation Lab: Designed and supervised the buildout of a co-working space with lockers and assigned stations for DIF projects (see above). The Lab provides access to high-end technologies such as drones and 3D printing, March 2019 - present.

Research projects: Applied research to address an important problem for the sponsoring organization, 2012-present. Samples include:

- Analyze social media use and effectiveness for a large electronics firm
- Apply open innovation for product development for a large pharmaceutical firm
- identify metrics for assessing the business value of an emerging technology

Knowledge sharing

Symposiums and conferences. Organized more than 30 knowledge sharing events involving more than 2,000 participants. Each combines industry and academic speakers, with some focusing more on industry, and others more on research, 2000-present.

Selected examples:

The State of IT Today and Post COVID-19. Panel featuring Sondra Barbour, Himesh, Bhise, Larry Dignan, George Llado, and Munir Mandviwalla (moderator), April 2020.

The Practical Path Forward: Cognitive Computing, Artificial Intelligence, and Analytics, November 2017.

- Keynote speaker: Jeff Hamilton, SVP, Business Technology, Pfizer
- 12 speakers from Alexion, DARPA, Comcast, NBCUniversal, QVC, Aetna, and others

Digital Leadership: The future for CIOs. Topics included big data, digital innovation, and recruiting a new generation of tech-savvy employees, March 2016.

- Speakers from Spencer Stuart, LPL Financial, Leidos, Motorola Solutions, Regeneron Pharmaceuticals, and Wyndham Worldwide.

Digital Business Innovation: The new era of media, analytics, and corporate identity. 19 speakers and 110 attendees representing 52 firms. March 2014.

- Keynote speakers: Atish Banerjee, EVP and CIO, NBCUniversal, Alyson R. Johnson, SVP, Wyndham Worldwide

- Eight sponsors including IBIT members, Booz Allen Hamilton, EMC, HCL, and others.

Lessons from the Edge: The Strategies of Cyber Security. Focus on applying the lessons from the cyber front lines to business strategy, March 2014.

- Eight speakers from Lockheed Martin, NBC, EFF, Pillsbury, unnamed hacker, and others

The Business Value of Big Data: Potential, Reality, and Success Stories. 19 speakers from Campbell Soup, Chartis, Lockheed Martin, Merck, Pfizer, Independence Blue Cross, Wawa and others. 119 attendees representing 57 firms. September 2012.

- Keynote speakers: Adrian Gardner, CIO, NASA Goddard Space Center, Suja Chandrasekaran, Vice President, Walmart
- Sponsors include IBIT members and Accenture, SAP, Greenplum, Opera, and others
- Conference sponsorships and registration funded a new \$50,000 Big Data research fund.

CIO 2.0: Next Generation of Insights in Digital Business Strategy, April 2011

Mayors' Technology Summit, October 2010

Open Source: Winners and Loser, October 2009

Smarter Business: Integrating Technology to Create Value, April 2004

Information Technology and International Business Theory and Strategy Development, co-sponsored with CIBER, March 2004

The IBIT Report: “White paper” publications that provide actionable knowledge to industry based on academic research, 2008-present.

- Editor-in-chief and reviewers are all industry executives
- Production managed by a vendor including editing, graphics, layout and printing
- Print reports are sent nationally to a list of about 1500 senior executives and academics
- To-date 25 reports have been published including:
 - The Cyber-Based View of the Firm
 - Information Systems Job Index
 - Show Me The Way To Go Home
 - Is Government IT Spending Worth It?
 - IT Transformation at Campbell Soup Company

Corporate Training: Customized on-site one day faculty led training on systems thinking, analytics, social media, IT value, protecting information assets, and securing digital infrastructure, 2012-present.

Distinguished Speaker Series: Talks by leading professionals, 2004 – present.

Student development

National Analytics Challenge: Co-created a national analytics competition to recognize and develop analytics in MIS programs, 2015-present.

- Leverages the Temple Analytics Challenge data set (below)
- About 20-30 universities participate each year in two stages
- Award up to \$10,000 to students from across the country

Temple Analytics Challenge: Co-created annual university wide analytics competition to encourage the development of data skills across disciplines, 2013 - present.

- Curate a data problem from industry for all disciplines from arts to math.
- About 300 students submit entries through multiple stages of evaluation by industry experts.
- About 20 finalists present to industry judges to compete for \$10,000 in prizes.

National Cyber Analyst Challenge and Conference (NCAC): Co-created a national multi-phased competition to develop cyber talent, 2015-2018.

- Student teams from universities across the US analyze a cyber-case with a 20-50 GB data set.
- Industry experts judge submissions, provide training, which culminates into an all-day face-to-face final challenge and associated conference.
- Conference features academic and industry cyber-security experts from Amazon, IBM, NSF, DARPA, Lockheed Martin, and others to discuss research and curriculum.
- Each challenge featured 9 or 10 university finalists receiving grants to develop cyber programs and students of \$5,000-\$15,000 with the winner receiving \$20,000-\$25,000.
 - NCAC 2018, Temple University, Philadelphia, PA, April 12-13, 2018
 - NCAC 2016, Leidos HQ, Reston, VA, October 27-28, 2016
 - NCAC 2015, Lockheed Vision Center, Arlington, VA, November 5-6, 2015

IT Career fair: Career fair for IT jobs of about 30-40 employers each year, 2012 – present.

Mentoring program: Match executives to students, 2013 - present.

IT Excellence Competition: Competition to develop innovative software for all Temple students, \$10,000 prize, 2001-2006.

MANAGEMENT INFORMATION SYSTEMS DEPARTMENT (2017 – PRESENT)

Member. MIS Department P&T Committee, fall 2021.

Member. MIS Department Restructuring Committee, spring 2021.

Community platform editor. Manage the design and content of the MIS department website, 2017 – present.

User experience design course coordinator. Proposed, created, and coordinate new course on user experience design, 2018 - present.

Member. Hiring committee, 2017 – present.

Digitization 20: How will digitization change business, education, and society in the next 20 years? David Schuff, Munir Mandviwalla, and Laurel Miller (co-chairs). Conference. Celebrate the 20th Anniversary of the Department of Management Information Systems, featuring 16 academic, industry, and alums as speakers, November 7, 2019.

Member. Undergraduate program revision committee, 2017 – 2019.

CHAIR - MANAGEMENT INFORMATION SYSTEMS DEPARTMENT (2000-2017)

Founded and chaired the Management Information Systems department in the Fox School of Business and Management, Temple University, 2000 – 2017.

- Created the mission, recruited, managed, and developed faculty and students, created and managed programs, and created structures to generate excellence in research and teaching.
- As chair, my role was mutual accountability, generating resources, communicating and negotiating with the school, university, alums, industry, and academic community, and ensuring that both research and practice faculty have a voice and opportunity to excel.
- To honor the students and faculty of the MIS department and my father, I was pleased to create the \$50,000 **Yusuf G. Mandviwalla Endowed Scholarship** for MIS students in 2017.

Programs and curriculum

Provided the administrative leadership to create 19 new or completely restructured programs, and 14 other course, certificate, and curriculum innovations. These programs especially the Bachelors program in MIS achieved excellent success including 100% placement and rankings (see Rankings below). Five principles guided each new program:

- Aligned but not ahead of industry trends
- Relevant to local students and community
- Enrollment and recruitment tempered by ability to place
- Plan student development as well as curriculum
- Leverage existing resources and expand footprint by partnering with other departments.

New or completely restructured degree programs (program lead listed in parenthesis)

1. International Master of Science in IT auditing and cyber-security (Rich Flanagan). Offer program in China in partnership with Beijing National Accounting Institute. (2015)
2. Master of Science – Digital Innovation in Marketing (100% online) in partnership with Department of Marketing (Munir Mandviwalla and Michael Smith) (2014)
3. Minor in Business Analytics with Department of Statistics (David Schuff) (2013)
4. Master of science in IT auditing and cyber-security (Pei-Yu Chen and Mart Doyle) (2011)
5. Bachelors in MIS restructure to focus on digital innovation including enterprise architecture, analytics, change leadership, design, and service delivery (Munir Mandviwalla and Mart Doyle) (2011)
6. Minor in Digital Marketing with Department of Marketing (Munir Mandviwalla and Michael Smith) (2010)
7. Revised MBA concentration in information technology management (David Schuff) (2009)
8. Master of science in health informatics with College of Health Professions & Social Work (Cindy Marselis and Munir Mandviwalla) (2009)
9. Minor in Information technology innovation and entrepreneurship with Department of Strategic Management (Monica Treichel, Youngjin Yoo, and Munir Mandviwalla) (2008)
10. Bachelors in MIS restructure to focus on business technology integration through process analysis, databases, application development, and project management (Munir Mandviwalla) (2006)

11. MBA concentration in information technology management (David Schuff and Paul Weinberg) (2005)
12. Minor in MIS (Rosalie Ocker and Munir Mandviwalla) (2003)
13. Master of Science in Management Information Systems (replaced MSBA) (Munir Mandviwalla) (2002)
14. PhD in business administration concentration in MIS (Heinz Klein and Munir Mandviwalla) (2001)
15. MBA concentration in MIS (Munir Mandviwalla and Paul Weinberg) (2001)
16. Bachelor of business administration major in MIS (Munir Mandviwalla) (2001)
17. Master of Science of Business Administration in Management Information Systems (Munir Mandviwalla) (2000)
18. Master of Science in E-business (Michael Smith, Paul Weinberg and Munir Mandviwalla) (2000)
19. Dual MBA/MS in E-business (Michael Smith, Paul Weinberg and Munir Mandviwalla) (2000)

Notable courses and other programs

1. Certificate in Clinical Informatics and Analytics with School of Medicine (Mark Weiner and Munir Mandviwalla) (2015)
2. MBA Core 1.5 credit course on Analytics (David Schuff) (2014)
3. MBA Core 1.5 credit course on Design (Youngjin Yoo) (2014)
4. Revised Bachelors school wide 3 credit course (Steven Johnson and Munir Mandviwalla) (2014)
5. Reclassify the BBA in MIS as a STEM program (Munir Mandviwalla and Mart Doyle) (2014)
6. Certificate in IT auditing and cyber-security (Rich Flanagan) (2013)
7. University-wide General Education course in Data Science (David Schuff) (2013)
8. Certificate programs in Health Informatics, Healthcare Data Analytics, Clinical Health Leader, and Health Information Privacy and Security (Cindy Marselis), in partnership with College of Health Professions & Social Work (2011)
9. MIS specific 1.5 credit professional development course (Mart Doyle and Laurel Miller) (2008)
10. College wide computer literacy requirements, associated test and workshops (Munir Mandviwalla and Joseph Allegra) (2008)
11. Bachelors school wide 3 credit course on IS in Organizations (Munir Mandviwalla) (2008)
12. MBA core 3 credit course on IT management (Paul Weinberg and David Schuff) (2006)
13. Coop/Internship 3 credit course. Course in which students work in and report on internships (Laurel Miller and Munir Mandviwalla) (2004)
14. MBA core 1.5 credit wide core on IT Perspectives (Munir Mandviwalla) (2000)

Faculty – Recruiting

Recruited and appointed 41 faculty with a “best athlete” approach focusing on ability to perform.

1. Konstantin Bauman, Assistant Professor (PhD, Moscow State University), fall 2017
2. JaeHwuen Jung, Assistant Professor (PhD, University of Minnesota), fall 2017
3. Sezgin Ayabakan, Assistant Professor (PhD, University of Texas, Dallas), fall 2017

4. Marie-Christine Martin, Assistant Professor of Practice (MBA, University of Montreal), spring 2017
5. Steven E. Sclarow, Assistant Professor of Practice (MBA, Temple University), spring 2017
6. Detmar Straub, Research Professor and IBIT Distinguished Fellow (PhD, University of Minnesota), fall 2015
7. Laurel Miller, Assistant Professor of Practice (MS, Temple University), fall 2015
8. Jing Gong, Assistant Professor (PhD, Carnegie Mellon University), fall 2015
9. Amy Lavin, Assistant Professor of Practice (MBA, Temple University), fall 2015
10. Jeremy Shafer Assistant Professor of Practice (MS, Temple University), fall 2014
11. Min-Seok Pang, Assistant Professor (PhD, University of Michigan), fall 2014
12. Brad Greenwood, Assistant Professor (PhD, University of Maryland), fall 2014
13. Bruce Hohne, Assistant Professor of Practice (PhD, University of North Carolina), fall 2013
14. Bin Zhang, Visiting Assistant Professor, (PhD, Carnegie Mellon University), fall 2012
15. E. Carey O'Donnell, Assistant Professor of Practice (BA, Colgate University), fall 2010
16. James Moustafellos, Assistant Professor of Practice (MS, Princeton University), fall 2010
17. Than Lam, Assistant Professor of Practice (MS, University of Phoenix), Jan 2010
18. Sophea Chea Visiting Assistant Professor (PhD, University of Hawaii at Ma'noa), Jan 2009
19. Paul Pavlou, Associate (tenured) Professor (PhD, University of Southern California), fall 2008
20. Pei-yu Chen, Associate (tenured) Professor (PhD, Carnegie Mellon University), fall 2008
21. Steven Johnson, Assistant Professor (PhD, University of Maryland), fall 2008
22. Angelika Dimoka, Assistant Professor (PhD, University of Southern California), fall 2008
23. Huigang Liang, Assistant Professor (PhD, Florida Atlantic University), fall 2007
24. Sunil Wattal, Assistant Professor (PhD, Carnegie Mellon University), spring 2007.
25. Youngjin Yoo, Associate (tenured) Professor (PhD, University of Maryland), fall 2006
26. Martin Doyle, Lecturer (MS, University of Phoenix), spring 2005
27. Dennis Galletta, Professor (tenured) (PhD, University of Minnesota), fall 2004
28. David Croson, Associate Professor (PhD, Harvard University), fall 2004
29. Cindy Marselis, Lecturer (MS, Temple University), fall 2003
30. Ajaz Rana, Assistant Professor, (PhD, Rutgers University), fall 2002
31. Naina Patnayakuni, Lecturer (PhD, Southern Illinois University), fall 2002
32. Heinz Klein, Associate Professor (PhD, University of Munich), fall 2001
33. Rosalie Ocker, Assistant Professor (PhD, Rutgers University), spring 2001
34. David Schuff, Assistant Professor (PhD, Arizona State University), fall 2000
35. Ozgur Turetken, Assistant Professor (PhD, Oklahoma State University), fall 2000
36. Anat Hovav, Assistant Professor (PhD, Claremont Graduate University), fall 2000
37. John Livezey, Lecturer (MS, Temple University), fall 2000
38. Paul Weinberg, Executive-in-Residence and Professor (PhD, University of Pennsylvania), spring 2000
39. Ned Kock, Assistant Professor (PhD, University of Waikato), spring 2000
40. Ravi Patnayakuni, Assistant Professor (PhD, Southern Illinois University) spring 2000
41. Karma Sherif, Assistant Professor (PhD, Texas A&M University), spring 2000

Faculty – Management, Teaching, and Research

I managed and supported high performing faculty by creating a creating a culture of excellence where research, teaching, and leadership are important and mutually supportive.

Teaching. A new department in a public university that serves first generation college goers must provide excellent instruction. I encouraged excellence through awards, preferential allocation of resources and teaching assignments, creating a culture that rewards new content and curriculum, in which course materials are shared, coordinators are accountable for content and other instructors, peer review and mentoring assists faculty who are struggling, and teaching performance and rigor (see below) are important in annual review and renewals. Today, excellent teaching is an integral part of the department, and we are a national leader in curriculum innovation and new programs (see above for new programs, US News Rankings below).

- *Grade Rigor Index (GRR).* Led by Jeremy Shafer, created and introduced a new course measure that compares the ratio of high grades to poor grades. This allows us to benchmark rigor across similar courses and recognize rigor as part of faculty merit and annual review, 2016 - present.

Research. Following the best athlete approach, my role was to allocate resources (courses, funding, graduate assistants), regular feedback (annual review), and recognition (announcements, awards, salary adjustment) for research performance, while tightening standards for promotion and tenure. Faculty invested into the high performance culture by publishing in top journals and achieving rankings (see below) which continues to attract more high performers.

The rankings below are only based on an objective numerical count of published papers.

- MIS ranked *number 2* for publications in Management Information Systems Quarterly (MISQ) and Information Systems Research (ISR) 2014-2016 by the *Association for Information Systems (AIS) Research Ranking Service*, 2017.
- MIS ranked *number 1* worldwide for publications in Management Information Systems Quarterly (MISQ) and Information Systems Research (ISR) 2013-2015, in the “My Vision Research” database (previously known as the Association for Information Systems (AIS) publications database), 2016.
- MIS ranked *number 1* worldwide for publications in Management Information Systems Quarterly (MISQ) and Information Systems Research (ISR) 2010-2014 in “My Vision Research” database (previously known as the Association for Information Systems (AIS) publications database) and in the “The University of Texas, Dallas Top 100 Business School Research Rankings™”, 2015.
- MIS ranked *number 1 worldwide* for publications in Management Information Systems Quarterly (MISQ), Information Systems Research (ISR), Journal of Management Information Systems (JMIS), and Journal of the Association for Information Systems (JAIS) 2009-2013 in a database published by the *Association for Information Systems*, 2014.
- MIS ranked *number 1* worldwide for publications in Management Information Systems Quarterly (MISQ) and Information Systems Research (ISR) 2009-2012 in a database published by the *Association for Information System*, 2013.
- MIS ranked *number 3 worldwide* for publications in Management Information Systems Quarterly (MISQ) and Information Systems Research (ISR) in a database published by the *Association of Information Systems*, 2011

- MIS ranked *number 1 worldwide* for publications in Management Information Systems Quarterly (MISQ) and Information Systems Research (ISR) in a database published by the *Association of Information Systems*, 2010.
- MIS ranked *Top 10* for research by *The Chronicle of Higher Education*, 2007-08.

Student – Recruiting and Development

Recruiting. With Joseph Allegra, created a comprehensive recruiting strategy that met recruiting targets and allowed us to tighten standards to attract top students. We now routinely attract accomplished and motivated students, 2003-present:

- Undergraduate: High school visits, mailings, engaging with advisors across the university, information sessions, and joint events with student organizations, visits for top prospects, scholarships, and counseling poor students out of the major.
- Graduate: Direct mailing with a system to follow-up and track all leads.
- Website and Print: A dynamic website is the marketing destination for programs supported by high quality regularly updated print collateral.

Development. With Laurel Miller and Manoj Chacko, created a comprehensive student development program, 2012-present:

- Implemented a process so that students must achieve a pre-established number of development points at the end of each major course or get an incomplete.
- Identified and curated development activities within and outside the department.
- Created training materials, events, competitions, and awards to encourage development
- Created a store in which students can cash in development points for branded merchandise.

Student organization. With Cindy Marselis founded a new MIS specific student organization, including a sustainable structure for departmental support and funding, As the first AIS chapter, the student organization regularly gained recognition and awards, 2006 – present.

- MIS students receive *1st place* and *2nd place* at the Eighth Annual Association for Information Systems (AIS), Student Chapter Leadership Conference and Competition, Brigham Young University, Provo, UT, April 2017, Advisor: Jeremy Shafer.
- The Association for Information Systems awarded Temple AIS *Distinguished Student Chapter*, 2014-2015, Advisor: Jeremy Shafer.
- MIS students receive *1st place* and *2nd place* at the Sixth Annual Association for Information Systems (AIS), Student Chapter Leadership Conference and Competition, University of Alabama, Tuscaloosa, Alabama, April 2015, Advisor: Jeremy Shafer.
- The Association for Information Systems awarded Temple AIS *Distinguished Student Chapter*, 2013-2014, Advisor: E. Carey O'Donnell.
- MIS students receive *two 1st places* at the Fifth Annual AIS Student Leadership Conference and Competition, Arizona State University, March 2014. Advisor: E. Carey O'Donnell.
- Association for Information Systems awarded Temple AIS *chapter-of-the-year*. Only one chapter receives this award each year, 2012-2013, Advisor: E. Carey O'Donnell.
- MIS students sweep AIS International Student Leadership Conference and Competition, receiving *1st, 2nd, 3rd place* in the categories entered, Walmart, Bentonville, AK, April 2013, Advisor: E. Carey O'Donnell.

- The Association for Information Systems awarded Temple AIS *Outstanding Student Chapter*, 2011-2012, Advisor: E. Carey O'Donnell
- MIS students dominate AIS International Student Leadership Conference and Competition. Three of the four teams get *1st and 2nd place* wins, Brigham Young University, Provo, UT, April 2012. Advisor: E. Carey O'Donnell
- The Association for Information Systems awarded Temple AIS *Outstanding Student Chapter*, 2010-2011. Advisor: Cindy Marselis.
- The Association for Management Information Systems awarded Temple AIS *Outstanding Student Chapter*, 2009-2010. Advisor: Cindy Marselis.
- The Association of Management Information Systems (AMIS) was inducted as the *1st and founding student chapter* of the Association for Information Systems, International Conference on Information Systems, Phoenix, AZ, December 16, 2009.

Faculty-student engagement. Every term, each faculty member is paired with two high performing students for an informal lunch meeting paid for by the department. The lunch is presented as appreciation and recognition to the students and an opportunity to engage to the faculty. Each year results in about 25-30 lunches.

Student technology and space. Created labs funded through infrastructure grants and in-kind donations for student use. Created a new lounge space in which students can simultaneously connect laptops wirelessly to the room's projector to share ideas and images.

Placement and career development. We achieved 100% placement by 2012 which was sustained every subsequent year:

- With Joseph Allegra, created a process to track and manage undergraduate placement, including sending out regular updates on status, and helping struggling students get placed, 2010-present.
- With Mart Doyle, created a career counseling program in which seniors receives one-on-one career advice from a qualified professional, 2004 - 2015.

Doctoral student management

- With Youngjin Yoo created structures to manage doctoral students, including conference funding, departmental research support, teaching experience, fellowships, and an annual review process, which over time was adopted as the school policy, 2007-present.
- Created a culture of faculty investment and engagement with doctoral student success which generates excellent placement at top schools including University of Minnesota, Arizona State University, London School of Economics, and McGill University.

Evaluation and Recognition

Annual MIS Awards. Created annual awards for faculty, student, and staff. Each award includes a cash prize and plaque, and recipients are selected by a faculty, student, staff, and alumnus committee using specific open criteria (see: <https://community.mis.temple.edu/current-students/annual-mis-awards/>), 2001-present.

Professional and Academic Achievement award. With Manoj Chacko, created awards to recognize students who excel in both academics and professional development. Students are assessed by the ratio of the sum of the GPA percentage and points percentage during each term.

The top scorers in the freshmen, sophomore, junior, and senior groups receive a cash award and are featured on a large wall display poster, 2016-present.

Program review chair. Collected and analyzed data, wrote report, and managed the process for a two comprehensive external reviews managed by the Provost office:

- 2014: Ramesh Sharda, Oklahoma State University and Sirkka Jarvenpaa, University of Texas at Austin.
- 2010: Alan Dennis, Indiana University and Ritu Agarwal, University of Maryland.

Industry

The Institute for Business and Information Technology (IBIT) serves as the industry engagement partner for the MIS department, including guest speakers, research opportunities, grants, scholarships, events, career fair, and advisory board, 2005-present.

Master's program advisory councils

- With Amy Lavin created an *industry advisory council* for the MS Digital Innovation in Marketing, 2015-present.
- With Richard Flanagan, created an *industry advisory council* for the MS IT audit and cyber-security, 2012-present.

Development

We generated \$550,000 in scholarship funds for MIS students. Laurel Miller and I directly raised the funds for the items marked with an asterisk.

- *Yusuf G. Mandviwalla Endowed Scholarship, \$50,000, 2017
- *Richard and Maureen Brennen Endowed Scholarship, \$55,000, 2017
- *Sabre Systems Endowed Scholarship, \$100,000, 2017
- *James and Andrea Steward Endowed Scholarship, \$100,000, 2016
- Ron and Ronda Riddel Scholarship, \$100,000, 2014
- Bill and Jean Devaney Endowed Scholarship, \$50,000, 2013
- *John H. Shain Scholarship, \$25,000, 2012
- C. William Devaney Workspace, \$10,000, 2006
- *Patel Scholarship Fund, \$50,000, 2010
- *Arnold Kurtz Memorial Scholarship Fund, \$10,000, 2004

Communication, branding, and community

Implemented a multi-layered strategy of regularly engaging with internal and external stakeholders using print postcards, newsletters, news releases, website updates connected to Facebook, Twitter, LinkedIn, pictures on Flickr, annual awards, social events, receptions at conferences, internal banners and announcements to celebrate accomplishments, and retreats. The above activities generate a positive internal and external brand and community, 2003-present.

MIS website. Created with Manoj Chacko, a standalone website for the MIS department, the site is search-engine-optimized and updated regularly. By May 2017, the site had more than 2 million unique page views, showing up in the first or second page of Google search for "MIS" (see: <https://community.mis.temple.edu/>), 2000-present.

Contact database. Created with design assistance from Cindy Marselis a faculty, deans, alums, and corporate database of about 5500 that is updated each year, 2003 – present.

Top-Shelf. Created a signature invite-only Temple MIS department event at the annual international conference on information systems (ICIS), which every year attracts the top leaders in the field, 2008 – present.

Rankings

Rankings are important to students and industry and a source of pride for all stakeholders, even though they are imperfect measures. For a new department, rankings are important as gaining external recognition validates internal accomplishments. I implemented a strategy focused on achieving excellent in research, teaching and service *and* communicating (see above) accomplishments regularly to external academic, industry, and alum stakeholders.

Important note: The US News and World Report rankings below are only based on a reputational survey of deans conducted independently by the publisher. US News does not rely on data submission for specialty rankings that focus on specific fields such as MIS.

- The Bachelor of Business Administration Major in Management Information Systems *ranked 14th* by *U.S. News and World Report* for 2017.
- The Master's programs in information systems including the MS in IT auditing and cybersecurity and online MS Digital Innovation in Marketing *ranked 16th* by *U.S. News and World Report* in 2017 for 2018.
- The Master's programs in information systems including the MS in IT auditing and cybersecurity, new online MS Digital Innovation in Marketing, and Master of Business Administration Concentration in Information Technology Management *ranked 14th* by *U.S. News and World Report* for 2017.
- The Master's programs in information systems including the MS in IT auditing and cybersecurity and Master of Business Administration Concentration in Information Technology Management *ranked 16th* by *U.S. News and World Report* for 2016.
- The Bachelor of Business Administration Major in Management Information Systems was *ranked 14th* by *U.S. News and World Report* for 2016.
- The Bachelor of Business Administration Major in Management Information Systems *ranked 13th* by *U.S. News and World Report* for 2015.
- The Bachelor of Business Administration Major in Management Information Systems *ranked 14th* by *U.S. News and World Report* for 2014.
- The Bachelor of Business Administration Major in Management Information Systems *ranked 17th* by *U.S. News and World Report* for 2013.
- The Bachelor of Business Administration Major in MIS *ranked 18th* by *U.S. News and World Report* for 2012.
- The Master of Business Administration Concentration in IT Management was *ranked 22nd* by *U.S. News and World Report* for 2012.

- The Bachelor of business administration major in management information systems was ranked a *U.S. Top 10* program in IT by *TechRepublic.com*, November 2008.
- The Fox School IT Programs and Initiatives, including the MIS and E-Business programs, was selected *Educational Program of the Year* by the *Eastern Technology Council* (ETC).
- Fox Techno/MBA ranked *14th* by *Computerworld* in 1999-2000.

COMPUTER AND INFORMATION SCIENCE DEPARTMENT (1992 –1999)

- Chair, CIS Online Committee, 1998 – 1999.
- Chair, Student Careers, Activities, and Programs Committee. Rejuvenated the student group (ACM) including creating new officer positions, increasing membership to approximately 100 students, 1997 – 1999.
- Chair, CIS Alumni Relations Committee, 1998 – 1999.
 - Proposed and managed the creation of a web based alumni registry.
 - Organized the first CIS alumni reception for about 200 participants. I
 - Managed the second annual CIS Alumni reception along with the creation and presentation of the CIS Information Technology Leadership Awards.
- Director, CIS Comparison, Evaluation, and Development Laboratory, 1997 – 1999.
 - Identified project sponsors, recruited students, and conducted projects.
 - Received funding for two projects of \$9,000 each.
- Webmaster, 1996 – 1999.
- Member, Hiring Committee, 1996 – 1999.
- Department representative to SBM, 1996 – 1999.
- Member of CIS Ph.D. Restructuring Committee, 1995 - 1996.
- Course Coordinator for CIS 410, CIS 240, CIS 578, CIS 744, 1993 – 1999.
- Member of CIS Development Committee, 1998 –1999
- Member of Research and External Relations Committee, 1997 – 1999.
- Member of Laboratory Committee, 1995 - 1996.
- SBM Undergraduate and Graduate Curriculum Committees, 1993 – 1999.
- Director of CIS 410 (Management Information Systems) Waiver Exams, 1993 - 1997.