
BALAJI RAJAGOPALAN

Director (School Head/Dean), Black School of Business
Toudy Chair for Entrepreneurship & Innovation
Pennsylvania State University, The Behrend College

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LEADERSHIP POSITIONS AND ACCOMPLISHMENTS

July 2013 – Present

Director (School Head/Dean), Black School of Business, Penn State Behrend

Located on a wooded 854-acre campus, Penn State Behrend is a four-year, residential campus of the Pennsylvania State University offering thirty-five bachelor's degrees, four master's degrees, and four associate degree programs. The campus is organized around four schools – Business, Engineering, Humanities, and Sciences. Although the campus is among the largest in the Penn State system with over 4500 students it has a faculty-to-student ratio of 1:16 providing students with a personalized learning experience. The campus has been recognized by Brookings report as one of the best value for students.

The Black School of Business is AACSB accredited and serves over 1500 students in face-face, hybrid, and fully online programs. The school is organized as four departments and offers 9 majors in business including a distinctive interdisciplinary major in business with engineering studies. The school also offers 4 graduate programs – MBA at 2 locations, online Masters in Project Management (MPM), Masters in Professional Accounting and leads the multi-campus iMBA (online MBA). The Black School of Business is listed in the Best Business Schools by Princeton Review, the MPM program listed among the top 5 by bestmastersprograms.org, and the iMBA is ranked 7th, tied with Carnegie Mellon, by US News and World Report.

Reporting to the chancellor, my role is one of chief academic, administrative, and budgetary officer of the school responsible for leadership and development of all internal academic programs as well as external relationships and constituencies. As a member of the chancellor's college leadership team, my role is also to actively engage in the strategic planning for the campus. As the leader of the school, the director has oversight for an operational budget of ~ \$19 million, an endowment of approximately \$33 million supporting 5 endowed chairs and student scholarships and AACSB accreditation.

Significant team accomplishments:

- Developed, articulated and executed strategic plan with innovations to address the mega-forces shaping higher education
 - Inspired a collaborative visioning and strategic planning exercise titled Vision 2020 for the Black School of Business that resulted in 3 themes – Thinking across boundaries (disciplinary and cultural), Learning by doing, Innovating through collaboration
 - Achieved or exceeded over 80% of the goals set in the strategic plan under 3 years
 - Launched the Center for Learning Innovations to encourage teaching and learning innovations that impact student success
 - Strategically positioned the MBA as a hybrid delivery program
 - Launched a career enhancing 4-year integrated professional development program for undergraduate students; over 200 students participating in the pilot program
 - Collaborated with the school of engineering to launch *innovation commons* – a space for inspiring entrepreneurship and innovation; made possible by a \$750,000 grant
 - Launched an online BS (Finance) program in Fall 2014
 - Launched an online undergraduate minor in Marketing
 - Launched a Master of Professional Accounting program
- Commitment to academic excellence and interdisciplinary programs - an interdisciplinary thinker who is able to work creatively across silos; a demonstrated record of harnessing and facilitating the potential of collaborative activities across organizational and disciplinary boundaries:
 - Strengthened collaboration with schools of engineering to grow the Interdisciplinary Business with Engineering Studies major (major grew by 100% in 2 years)
 - Collaborating with the school of science to develop a proposal for a business-science interdisciplinary undergraduate program
 - Collaborated with the school of engineering to support the launch of a Masters in Manufacturing Management program
 - Providing pathways for business students to take liberal arts courses and complete industry demand certificates
 - Hired outstanding faculty from top-tier Universities and increased diversity (70% of faculty hired enhanced diversity)

- Established awards of excellence for faculty, alumni/alumnae and industry partners
- Aligned faculty promotion and tenure guidelines with the regional/urban-serving mission of the school at the Black School of Business at Penn State Behrend
- Launched the Black School of Business Research and Practice Seminar Series
- Attracted national media attention on strengthening programs and driving innovation
 - Black School of Business is the academic home (in 2014-15) for the **Online MBA Program** from World Campus at Penn State that is **ranked 7th (tied with Carnegie Mellon) by the US News and World Report 2015**. In 2013-14, the program was ranked 17th.
 - Black School of Business is the academic home for the **Online Masters in Project Management Program** from World Campus at Penn State that is ranked **5th in the US by bestmastersprograms.org**
 - Black School of Business listed among the **best business programs** by Princeton Review
 - Part-time MBA program listed among the best by US News and World Report in 2015
- Building and leveraging strategic relationships for retention, enrollment growth and student success
 - Established links with over 100 firms in the region and beyond to support student internships and placement
 - Launched advisory boards for all areas of study
 - Solidifying partnership with Jamestown Community College to increase transfers
 - Built strategic partnerships with Chulalongkorn University (Thailand) and University of Rosenheim (Germany) for student and faculty exchange
 - Enrollment growth strategies that focus on building relationships with k-12 schools, community colleges and distinctive programs like business day, women leaders in business, Titan are having an impact -

Fall 2015 admits vis-à-vis Fall 2014:

- Students admitted to the Black School with the intent of completing all 4 years on campus is up 42%
- Newly launched Online Bachelor of Science in Finance is up 148%
- MBA program at Erie and Pittsburgh (cumulative) is up 58%
- New Masters in Professional Accounting launched in Fall 2015 with 14 students
- Masters in Project Management (online) is up 29%
- Certificate in Project Management (online) has more than 3 times the admits as last year
- Online iMBA enrollment is up 19%

Other significant outcomes:

- Applications to the school in Fall 15 up ~15% when compared to Fall 13
 - Offers extended in Fall 15 up ~29% when compared to Fall 13
 - Paid accepts in Fall 15 up ~13% when compared to Fall 13
- Empowering teams to support shared governance
 - Established an organization structure based on four departments for the school and empowered a strong leadership team of 13 positions
 - Established standing committees that provide input and are empowered to make important decisions for the school
 - Empowered department chairs to make key decisions on scheduling, resources, and personnel (processes that were earlier centralized in the dean's office)
 - Creative and thriving student affairs program
 - Penn State Board of Trustees approved a \$ 25 million capital outlay for a 250 bed building that involves designing a living and learning community for the Black School of Business
 - Launched a Peer and Alumni Mentoring Program builds strong peer and alumni relationships and help maintain high retention (5th semester student retention is 90%) and student success
 - Business Bridge Program engages industry leaders and faculty to help students transition to junior year supporting strong retention rates
 - Partnered with Junior Achievement to offer programs for high school students which has contributed to increased applications to the school by 15%
 - Worked with admissions to target select international high schools resulting in ~ 10% of international student body
 - Expanded student corporate visit program
 - Launched a student club for every major
 - Community engagement
 - Built a strategic partnership for the Economic Research Institute of Erie at the school with the Erie Community Foundation; resulted in a sponsored project (~ \$125,000/year)
 - Strengthened PartnershipErie, an outreach center for the school supports non-profits and for-profit firms in the region by making available student resources for special projects

- Member, Board of Directors, Innovation Collaborative – a non-profit supporting entrepreneurship and innovation in the greater Erie region
 - Member, Board of Directors, Junior Achievement
 - Member, Advisory Board, The Brock Institute
 - Member, Blue Tree Angel Network
- Fund Raising
 - \$ 100,000 for the Intriery Student Managed Fund
 - \$ 255,000 for the **Economic Research Institute of Erie**
 - Implemented an industry-academic partnership program – **innovating through collaboration** with industry sponsorship of over \$ 30,000
 - Total value of in-kind and cash contributions, commitments, and grants ~ \$ 1.5 million

May 2012 – May 2013

Pro Vice Chancellor & Dean (one year contract while on leave from Oakland University)
Galgotias University (GU), Greater Noida, India

Galgotias University is a comprehensive private urban university in the greater capital region of Delhi in India. Galgotias University's mission is to graduate socially responsible future technologists and business leaders with good communications skills, problem solving skills and an entrepreneurial spirit with a commitment to economic development. With a strong multidisciplinary knowledge base, graduates of GU will be well prepared to succeed in an increasingly competitive global economy.

With a focus on multidisciplinary research and education and a learning model that emphasizes active learning, GU aspires to be globally known for innovation at the intersection of disciplines. GU's bold vision builds upon over a decade of excellence of Galgotias Institutions in engineering and business education. Galgotias Institutions have been nationally ranked by India Today, Business Today and Outlook for their programs in engineering. Galgotias Business School was recognized by Dun and Bradstreet as a leading business school in India. With a strong placement record supported by multinational firms like Accenture, Hewitt, IBM, Infosys, Nokia, and Samsung, Galgotias Institutions have earned the respect of top performers in the industry.

Reporting to the Vice Chancellor, Pro Vice Chancellor responsibilities included faculty affairs, development of faculty promotion and review process. GU had over 3000 students, 150 faculty. My role for a year was to co-lead the building of a vision for the institution as well as hire top academic talent.

Significant team accomplishments:

- Developed, articulated and executed strategic plan
 - Led the articulation of a vision for the School of Business through a collaborative exercise; areas of focus - analytics, entrepreneurial thinking and social impact
 - Launched a new MBA in Business Analytics program in association with IBM – a first in the country IBM collaborative MBA program
 - Redesigned programs with a focus on analytics, entrepreneurial thinking and social impact
 - Designed new programs – B.A (Economics) and Bachelor of Commerce

- Building and leveraging strategic relationships for enrollment growth and student success
 - Established the IBM Business Analytics Lab on campus
 - On campus placement for MBA graduates featured over 50 companies from all verticals
 - Agreement with the Smith School of Business (University of Maryland, College park)
 - Designed a student exchange agreement with Goethe University, Germany

- Creative and thriving student affairs program
 - Launched co-curricular program to build lifelong skills as well as skills in demand in the industry that had immediate impact on student placement ~75% placed prior to graduation

Sept 2005 -May 2012: Progressively growing academic leadership responsibilities at **Oakland University.**

Oakland University (OU) offers more than 270 degree and certificate programs to aspiring minds from its large campus of over 1400 acres spanning two thriving cities (Auburn Hills and Rochester Hills) in southeast Michigan. OU began as a honors college of Michigan State University. OU's distinctive educational approach connects 20,711 students, over 100,000 alumni and its surrounding communities to the unique and diverse opportunities within the region and beyond. The School of Business Administration serves over 2500 students with ~ 2000 of them in the business undergraduate program.

Associate Dean, School of Business Administration

Reporting to the Dean, responsibilities included oversight of all academic and professional business programs – Undergraduate, Graduate, and Executive, AACSB accreditation. Co-led the strategic and budgetary planning for the school. Initiated and managed international partnerships and initiatives. Identified and helped develop new opportunities that have the potential to lead to high quality revenue generating professional and continuing education programs. Engaged the Executive MBA advisory board to deliver on strategic priorities. Provided strategic direction for information technology support in the school to enhance teaching and research. Worked with the development director to raise external resources to fund strategic initiatives like experiential learning and global experiences for students. Served as an ex-officio member on all school committees.

Significant team accomplishments:

- Developed, articulated and executed strategic plan with innovations to address the mega-forces shaping higher education
 - Designed and executed a Experiential Learning and Innovation (ELI) program with industry sponsorship of over \$275,000
 - Led the establishment of a student incubator “ideas to business” (i2b) and received \$300,000 seed funding from President’s special initiative
 - Strengthened incentive based Executive MBA program and offsite offerings which contributed an estimated \$1 million or more
 - Provided strategic direction for Information technology services to move to a cloud based model
- Building and leveraging strategic relationships for enrollment growth and student success
 - Played a key role in establishing international partnerships with Universities -- Tianjin (China), National Sun Yat-sen (Taiwan), and Goethe (Germany)
 - Led the design of articulation agreements with Tianjin for the Master of Accounting program and National Sun Yat-sen for Master of Science in Information Technology Management
 - Oversaw the ~ \$ 1 million redesign of the student space – Stinson Student Advancement Center
 - Co-led the redesign of a Scholars program for undergraduate students

Faculty Director, Graduate Business Programs

Reporting to the Dean, responsible for all graduate programs (MBA, Executive MBA, MSITM, MAcc) including admissions process, budgets, student learning experiences, and faculty recruitment/assignment for the Executive MBA program. Responsible for conducting faculty reviews for the Executive MBA program and performance review of staff in the office of graduate business programs.

Significant team accomplishments:

- Commitment to academic excellence and interdisciplinary programs
 - Led the launch of an interdisciplinary concentration - Information Systems Leadership in the Executive MBA program that resulted in ~25% growth in the program
 - Launched the Experiential Learning and Innovation program to enhance student learning; every student that participated in the program had an offer prior to graduation

- Established the Graduate Business Leaders club
- Leveraged relationships with firms in the region including Beaumont hospitals, Henry Ford Health System, and Takata to engage with graduate and executive MBA programs

Faculty Director, Executive MBA Program

Responsible for oversight of all aspects of Executive MBA program including recruitment, student learning experiences, budgets, and faculty assignments. Responsible for working with the advisory board to build relationships with businesses in the region.

Significant team accomplishments:

- Building and leveraging strategic relationships for enrollment growth and student success
 - Led the development of an Advisory Board comprised of CEOs and CIOs for the Executive MBA program which led to doubling the enrollment over the next 3 years
 - Engaged the alumni of the program with current students to create a strong support network

EDUCATION

Ph.D. (Major: Management Information Systems; Minor: Cognitive Science)
University of Memphis

M.S. (Management Information Systems)
University of Memphis

B.E. (Mechanical Engineering)
Andhra University, India

ACADEMIC AWARDS AND RECOGNITIONS

- Grants
 - Co-PI, IgniteErie \$ 750,000 (2015-18)
 - Co-PI, National Science Foundation Grant -- \$499,996 (2002-2006)
 - Co-PI, MEEN Grant -- \$30,000 (2003)

- Journal and advisory board appointments
 - Senior Editor, Journal of Information Technology: Theory and Applications (an AIS Journal)
 - Associate Editor, Pacific Asia Journal of the Association for Information Systems
 - Editorial Board Member, International Journal of Business Information Systems
 - Associate Editor, International Journal of E-Politics
 - Advisory Board Member, Service Science and Innovation, Stockholm University

- Professional honors and awards
 - School of Business, Oakland University, Premier Journal Award 2007-10
 - Stinson Leadership Fellow, 2010-12
 - Best Published Research Paper in 2007 in top ranked journal -- Information Systems Research
 - School of Business Service Excellence Award, Oakland University, 2007
 - SBA Summer Research Fellowship, 2007
 - Dean's Research Professor Award, SBA, Oakland University, 2004-07
 - Supportive Colleague Award, Oakland University, 2004
 - Faculty Recognition by Board of Trustees, Oakland University, 2003
 - New Investigator Research Excellence Award, Oakland University, 2002
 - Nominated for the Teaching Excellence Award, Oakland University, 2002, 2005
 - Oakland University Research Fellowship, 2002
 - SBA Research Fellowship, Oakland University, 2001
 - Faculty of the Year in Business Information Systems, Illinois State University, 1998
 - Outstanding Performance in Scholarly Productivity, Illinois State University, 1997
 - Best Student Research Paper, Southeast Decision Sciences Institute, 1993

SCHOLARLY WORK AND PRESENTATIONS

Current research interests

- Technology, Innovation & Entrepreneurship
- Design, development and impact of virtual communities

Research in Review & Working Papers

- Siering, M., Rajagopalan, B. and Muntermann, J. Consumer Valuation of Helpfulness of Online Reviews: The Role of Content and Author-Related Signals, under second round review at **European Journal of Information Systems**.
- Sarkar, S. and Rajagopalan, B. Consumer Safety Complaints and Organizational Learning: Evidence from the Automotive Industry, manuscript under preparation to be submitted to **Transportation Research**
- Setia, P., Bayus, B and Rajagopalan, B. "Impacts of Community Activities on Open Source Software Takeoff: A Signaling Perspective". Under Third Round Review at **MIS Quarterly**

Book/Edited Book

- Virtual Communities (2013), AMIS Edited by Balaji Rajagopalan and Jan Marco Leimester

Publication in Refereed Journals/Book Chapters

1. Liu, Chih-Chung; Liang, Ting-Peng; Rajagopalan, Balaji; Sambamurthy, V; and Wu, Jason Chia-Hsien (2012) "Knowledge Sharing as Social Exchange: Evidence from a Meta-Analysis," **Pacific Asia Journal of the Association for Information Systems**: Vol. 3: Iss. 4, Article 3. Available at: <http://aisel.aisnet.org/pajais/vol3/iss4/3>
2. Setia, P. Rajagopalan, B., Calantone, R. and Sambamurthy, V "How Peripheral Developers Contribute to Open-Source Software Development" **Information Systems Research**, March 2012, 23:144-163.
3. Rajagopalan, B., Deshmukh, H. and Deshmukh, A. (2010) "Healthcare Related Open Source Software Innovations: Diffusion Patterns and Early Adopter Influence" **International Journal of Business Innovation Research**, 4(3), 163-178.
4. Rajagopalan, B., Hillison, D. Calantone, R. and Sambamurthy, V. (2010), "Diffusion of information and communication technologies: A takeoff analysis" **International Journal of Business Information Systems**, 5(4), 329-347.
5. Rajagopalan, B. and Bayus, B. (2009) "Exploring the Open Source Product Development Bazaar", Chapter 3 In Vol. 5, Review of Marketing Research. (Peer Reviewed Book chapter)

6. Chandra, A. Krovi, R. and Rajagopalan, B. (2008) Risk Visualization: A Mechanism for Supporting Unstructured Decision Making Processes, **International Journal of Applied Management and Technology**, 6,4, 48-70.
7. Gu, B., Konana, P. Rajagopalan, B and Kwon, M. (2007) "Competition among Virtual Communities and User Valuation: The Case of Investor Communities," **Information Systems Research**, 18,1,68-85. [best published paper award 2007]
8. Rajagopalan, B. Doane, D, York, K. & Tanniru, M. (2007). "Enablers of Enterprise Systems Training Success – An Exploratory Investigation", **International Journal of Business Information Systems**, 2,3,25-265.
9. Deshmukh, A. & Rajagopalan, (2006). "Performance Analysis of Filtering Software using Signal Detection Theory", **Decision Support Systems**, 42, 1015-1028.
10. Mukherji, N. Rajagopalan, B. and Tanniru, M. (2006) "A Decision Support Model for Investment in Information Technology Upgrades: Optimal Size and Timing of Leapfrogging" **Decision Support Systems**, 42, 1684-1696.
11. Chandra, A. Rajagopalan, B. & Krovi, R. (2004) "Flow Turbulence and Information Quality," **Review of Business Information Systems**, 8, 1, 83-96.
12. Subramani, M. & Rajagopalan, B. (2003) "Computer Mediated Communication in Social Networks: Knowledge Sharing and Patterns of Influence," **Communications of the ACM**, 46,8.
13. Krovi, R. Chandra, A., & Rajagopalan, B. (2003) "Information Flow Parameters to Manage Organizational Processes," **Communications of the ACM**, 46(2), 77-82.
14. Rajagopalan, B. & Krovi, R. (2003) "Performance Implications of Knowledge Discovery Techniques in Databases" Advanced Topics in Database Research, Idea Group Publishing. (peer reviewed book chapter)
15. Sharma, S. Sugumaran, V. & Rajagopalan, B. (2002) "A Framework for Creating hybrid-open source software Communities," **Information Systems Journal**, 12(1),7-26.
16. Isken, M. & Rajagopalan, B. (2002) "Data Mining to Support Simulation Modeling of Patient Flow in Hospitals," **Journal of Medical Systems**, 26(2),179-197.
17. Rajagopalan, B. & Krovi, R. (2002) "Benchmarking Data Mining Algorithms," **Journal of Database Management**, 13(1), 25-35.
18. Rajagopalan, B. & Isken, M. (2001) "Exploiting Data Preparation to Enhance Mining and Knowledge Discovery," **IEEE Transactions on Systems, Man and Cybernetics**, 31(4), 460-467.
19. Kumar, N., Krovi, R. & Rajagopalan, B. (1997) "Financial Decision Support Using Hybrid Genetic and Neural Based Modeling Tools," **European Journal of Operational Research**, 103, 339-349.

20. Nath, R., Rajagopalan, B., & Ryker, R. (1997) "Determining the Saliency of Input Variables in Neural Network Classifiers," **Journal of Computers and Operations Research**, 24(8),767-773.
21. Palvia, P., Rajagopalan, B., Kumar, A., & Kumar, N. (1996) "Key Information Systems Issues: An Analysis of MIS Publications," **Information Processing and Management: An International Journal**, 32(3),345-355.
22. Kadiyala, R., Krovi, R, & Rajagopalan, B. (1996) "The Design of a Knowledge Based Component to Support Information Re-Engineering," **Journal of Computer Information Systems**, 37(2), 44-53.

Conference Presentations & Proceedings

1. Mirko, Jan Zülch, Rajagopalan, B., Muntermann, J., Drivers of Information Quantity: The Case of Merger-Acquisitions Events,by In: Proceedings of the 18th **Pacific Asia Conference on Information Systems** (PACIS 2014); Chengdu, China.
2. Zuelch, M., Muntermann, J. and Rajagopalan, B. Drivers of Information Quality on Blogs: The Case of Business Events. *Americas Conference on Information Systems*, Savannah, USA, 2014.
3. Liu, B. Liang, T.P. Rajagopalan, B., Sambamurthy, V. The Crowding Effect of Rewards on Knowledge-Sharing Behavior in Virtual Communities. *Pacific Asia Conference on Information Systems*, Brisbane, Australia, 2011.
4. Bin Gu, P. Konana, A. Liu, B. Rajagopalan and J. Ghosh. Identifying Information in Stock Message Boards and Its Implications for Stock Market Efficiency. Proceedings of the *Workshop on Information Systems and Economics*, 2006.
5. Setia, P. Rajagopalan, B.. Calantone, R. and Sambamurthy, The Value-Relevance of Peripheral Developers in Open Source Projects. *Academy of Management Conference*, August 2006.
6. Walia, N., Rajagopalan, B. and Jain, H. Comparative investigation of vulnerability patterns in open source and proprietary software products. Proceedings of the *Americas Conference of Information Systems*, August 2006.
7. Rajagopalan, B., Hillison, D., Calantone, R. and Sambamurthy, V. The takeoff of ICT in developed and developing countries. *Proceedings of the Midwest AIS Conference*, May 2006.
8. Setia, P. Rajagopalan, B.. Calantone, R. and Sambamurthy, V The Value-Relevance of Peripheral Developers in Open Source Projects, *Infirms Conference on Information Systems and Technology*, 2006.
9. Rajagopalan, B. Kumar, A., Deshmukh, A. and Kumar, N. Exploring the value relevance of inter-firm knowledge networks in information technology partnerships, *Global Information Technology Management Conference*, 2005, Anchorage, Alaska.

10. Rajagopalan, B., Bhargava, M. and Baker, A. Drivers of Information Technology Solution Provider Performance, *Global Information Technology Management Conference*, 2005, Anchorage, Alaska.
11. Rajagopalan, B. Lee, C. Konana, P. and Wimble, M. Classification of Virtual Investing-Related Community Postings, Proceedings of the *Americas Conference on Information Systems*, New York, 2004.
12. Lauer, T., Rajagopalan, B. Sugumaran, V., Lauer, R. & Goldberg, J. Creation and Use of Knowledge Artifacts in Software Development Projects: A Case Study at EDS-Global Interactive Solutions *Workshop on Informational Technology & Systems*, 2002.
13. Lauer, T. and Rajagopalan, B. Examining the relationship between *acceptance* and *resistance* in system implementation, *Americas Conference on Information Systems*, Boston, August 2002.
14. Sharma, S., Sugumaran, V. and Rajagopalan, B. Structure of Open Source Organization: What Can We Learn from it? *Annual Meeting of the Decision Sciences Institute*, San Francisco, November 2001.
15. "Exploring Differential Impact of Autonomous Learning and Induced Learning on End-User Software Training," (with Xiaodong Deng and Ravindra Krovi), *Americas Conference on Information Systems*, Boston, August 2001.
16. "Electronic Commerce: The Next Frontier for AI Research," (with Akhilesh Chandra & Ravindra Krovi), *Americas Conference on Information Systems*, Long Beach, 2000.
17. "Performance Analysis of Genetic Algorithms for Classification Problems" (with Rathindra Sarathy & Ravindra Krovi) *INFORMS Meeting*, May 1999.
18. "Examining the Diffusion of Distributed Database Technology," (with Rathindra Sarathy) Sponsored Paper, *INFORMS Meeting*, November 1999.
19. "Decision Making in Multicultural Groups," (with Rathindra Sarathy, Khalid Razaki, Margaret Neumann & Iris Varner) *Association for Business Communication 63rd Annual Convention*, San Antonio, November 1998.
20. "The Influence of Group Support Technology on the Decision Making Process in Culturally Heterogeneous Groups," (with Rathindra Sarathy, Khalid Razaki, Margaret Neumann & Iris Varner) *Annual Meeting of the Decision Sciences Institute*, November 1998.
21. "Data Mining for Decision Support," (with Ravindra Krovi) *Americas Conference on Information Systems*, Baltimore, August 1998.
22. "Flow Parameters and Quality in Accounting Information Systems" (with Ravindra Krovi & Akhilesh Chandra) *Information Quality Conference*, MIT, Boston, 1998.
23. "Mental Imagery: Object Oriented or Network Based," (with Ravindra Krovi & Akhilesh Chandra) *Annual Conference of the Decision Sciences Institute*, Boston, 1995.

24. "A Comparative Investigation of Influence Sources of Diffusion of Information Technology Outsourcing in Europe and the United States" (with Anil Kumar, & Ned Kumar) *Annual Conference of the Decision Sciences Institute*, Boston, 1995.
25. "Financial Classification: Performance of Neural Networks in Leptokurtotic Distributions" (with Ravindra Krovi) *Wall Street Conference on AI Applications*, New York, 1995.
26. "Content Analysis and Relevance of MIS Publications," (with Prashant Palvia, Anil Kumar, & Ned Kumar) *Annual Conference of the Southern MIS Association*, 1994.
27. "A Review of MIS Publications: Validating the Niederman Study," (with Prashant Palvia, Anil Kumar, Ned Kumar, & Rebecca Hendon) *Annual Conference of the Decision Sciences Institute*, Hawaii, 1994.
28. "Will a Financially Distressed Firm Liquidate or Merge: A Neural Network Classifier for Prediction," (with Ravindra Krovi & Ned Kumar) *Annual Conference of the Decision Sciences Institute*, Hawaii, 1994.
29. "Examining the Saliency of Input Variables in Neural Network Classifiers," (with Ravi Nath & Randy Ryker) Invited Presentation at the *Annual Conference of the Decision Sciences Institute*, Hawaii, 1994.
30. "From Perception to Choice to Conflict: AI Metaphors in Human Decision Making," (with Ravindra Krovi) *ORSA-TIMS Joint National Meeting*, Detroit, October 1994.
31. "The Impact of Distributed Database Technology," (with Ned Kumar) *Annual Conference of the Institute of Information Resources Management*, 1994, San Antonio.
32. "Heterogeneous Distributed Database Systems: An Evaluation of Multibase and Pegasus," (with Ned Kumar & Ravindra Krovi) *Annual Conference of the Institute of Information Resources Management*, San Antonio, 1994.
33. "A Fuzzy Based Induction Mechanism for Rule Extraction in Expert Systems," (with Ned Kumar) *Annual Conference of the Western Decision Sciences Institute*, Maui, 1994.
34. "Exploding the Myths of Strategic Information Systems: An IS Framework Perspective," (with Amarnath Prakash) *Annual Conference of the Western Decision Sciences Institute*, Maui, 1994.
35. "Machine Learning vs. Statistical techniques for Classification Problems: A Performance Analysis of Non-normal Distributions", (with Ned Kumar) *Annual Conference of the Southeast Decision Sciences Institute*, Williamberg, 1993. (Best Student Research Paper Award)
36. "The Anatomy and Dynamics of Accounting Information: A Conceptual Framework Based on the Theory of Fluid mechanics," (with Akhilesh Chandra & Ravindra Krovi) *Annual Conference of the Decision Sciences Institute*, Washington D.C., November 1993.

Invited Research Talks/Lectures

- Indian School of Business, Hyderabad, India (2008)
- Great Lakes Institute of Management, India (2006, 2008)
- Harbin Institute of Technology, Harbin, China (2006)
- University of Oulu, Oulu, Finland (2010)
- National Sun-Yat Sen University, Kaoshiung, Taiwan (2008)
- Kassell University, Kassell, Germany (2010, 2011)
- Goethe University, Frankfurt, Germany (2010)
- Stockholm University, Stockholm, Sweden (2010, 2011)
- University of Memphis, Memphis, U.S.A (2010)
- University of Göttingen, Germany (2011)
- University of Augsburg (2011)
- Goethe University (2012, 2013)

Other Experiences

- Track Chair, Economics of IS, ICIS 2015
- Minitrack Chair, AMCIS 2013
- **Evaluator**, Irish Research Council for Humanities and Social Sciences (IRCHSS) 2011
- **Program Co-Chair**, AMCIS 2011
- **Senior Editor**, International Journal of Information Technology: Theory and Applications (an AIS Journal)
- **Associate Editor**, International Journal of E-Politics
- **Associate Editor**, ICIS 2006-2009
- Minitrack Chair, VIRTUAL COMMUNITIES, *Americas Conference on Information Systems* 2007-09
- Minitrack Chair, BUSINESS VALUE OF IT: LOCUS OF VALUE AND COMPLIMENTARITY, *Americas Conference on Information Systems* 2004, 2006
- Panelist, *National Science Foundation* (NSF), Strategic Technologies for the Internet, July 2002
- Program Committee Member, Informs Conference on Information Systems and Technology, 2003
- Program Committee Member, International Conference of the Information Resources Management Association, 2003
- Visiting Scholar, Doctoral Dissertation, Cipriano O. Novelso, Capella University
- Guest Editor, Journal of Electronic Commerce Research, 2005
- Minitrack Chair, Artificial Intelligence Applications in Business, *Americas Conference on Information Systems* 1996-99

University Engagement

- **PENN STATE**
 - Chancellor's Advisory Board
 - Academic Leadership Team
 - Chancellor's Advisory Council

- **OAKLAND UNIVERSITY**
 - Chair, Senate Budget Committee, 2007-08
 - Member, School of Business Dean Search Committee, 2004-05
 - Member, Vice Provost for Research Search Committee, 2004-05, 05-06
 - Member, Assistant Vice President for E-learning search committee, 2003-04
 - Member, University Research Committee, 2003-2005
 - Member, Search Committee for Associate/Assistant Vice President for e-learning, 2003
 - Member, Search Committee for Director of ATiB Program, 2003
 - Chair, University Academic Computing Committee, Oakland University 2002-03
 - Member, University Academic Computing Committee, Oakland University, 2001-03
 - Member, University ACC - Sub-Committee on Research Database, 2001-02
 - Member, School of Business Computing Academic Committee, Oakland University, 2001-03