

**Master of Professional Accounting**

Appendix A

Workforce Analysis Request Form

# Workforce Analysis Request Form

**Directions:** An institution shall use this form to request workforce data analysis of a proposed degree program. In completing the form, the institution should refer to the document [AHECB Policy 5.11 Approval of New Degree Programs and Units](#), which prescribes specific requirements for new degree programs. **Note:** This form is required to be submitted by the Chief Academic Officer or individual(s) they designate. Answers need not be confined to the space allotted but may extend to several pages.

## Program Information for Analysis

1. **Institution:** University of Arkansas – Fayetteville – Department of Accounting

2. **Program Name** – Show how the program would appear on the Coordinating Board's program inventory (e.g., *Bachelor of Business Administration or Associate of Science in Accounting*):

Master of Professional Accounting

3. **Proposed CIP Code:** If the proposed program does not fit easily into one [CIP Code](#), provide the code it most closely falls into and explain differences / nuances of your program

52.0301 - Accounting

4a. **Standard Occupational Classification (SOC)** from CIP-SOC Crosswalk:

Take SOC codes from NCES Crosswalk of CIP to SOC, ranked in order of relevance (i.e., the degree to which program graduates are expected to desire and/or be qualified to work in each occupation) **(See Appendix A)**

52.0301	Accounting.	13-2011	Accountants and Auditors
52.0302	Accounting Technology/Technician and Bookkeeping.	13-2082	Tax Preparers
52.0304	Accounting and Finance.	11-3031	Financial Managers
52.0304	Accounting and Finance.	13-2051	Financial Analysts

4b. **Standard Occupational Classification (SOC) from Expert/Staff Opinion (optional):** If you think the standard NCES crosswalk accurately represents the list of occupations in which graduates of the proposed program will be qualified to work, leave this blank. If you think the list of target occupations is longer, shorter, or different, please provide an alternative list here, ranked in order of relevance. Feel free to add qualitative information about the variety of jobs and pay scales that may exist within target occupations, and where you expect graduates to fit in. **(See Appendix A)**

5. **Brief Program Description** – Describe the proposed program, the costs and investments involved in implementing it, the students you expect to recruit into it, and its educational objectives.

The Master of Professional Accounting (MPACC) provides rigorous preparation at the graduate level for students to achieve success in their chosen professional accounting career path. The MPACC foundation includes coursework related to accounting professionalism, analytic skillsets, and advanced financial accounting. Students choose to specialize in one of three concentrations: Analytics & Assurance, Taxation, and Corporate Accounting. All concentrations provide opportunity for professional internship credit and lead to qualifications for the Certified Public Accounting exam.

The Assurance & Analytics concentration provides students with a foundation for applying technology and analytical methodologies to data-centric accounting environments. Students will be able to navigate data environments, employ analytical tools, and apply them to business decisions and risk analysis.

The Tax concentration provides students a broad foundation for understanding the taxation of entities and the relationship of taxes to the overall business decision process. Students will be able to analyze tax problems, interpret the relevant tax code, and identify tax strategies for complex tax situations and business scenarios.

The Corporate Accounting concentration provides students a broad foundation for understanding the production and use of accounting information in corporate business environments. Students in this concentration will acquire skills to navigate public reporting environments, internal business operations, and financial decision making.

Existing resources on campus will be used. Existing faculty in Accounting, Finance, Supply Chain Management, and Information Systems will teach the courses. Except for the new proposed courses, the other courses are already offered on a regular basis. For the new Tax courses, the department has plans to re-organize faculty teaching to be able to fully staff these. Marketing and recruiting costs for the program will be supported by the College.

6. [North American Industry Classification System \(NAICS\)](#) – List some industries and/or companies which graduates would be most likely and/or qualified to work in (optional), and feel free to comment on why/in what capacity. Also, a description of the target industry in your region, its relative strength or weakness relative to other regions, and the reasons for that relative strength or weakness, is welcome. [Lookup NAICS Code](#)

Examples of Companies most likely to recruit students from the MPACC

- BakerTilly
- Hogan Taylor LLP
- Tyson Foods
- EY LLP
- PWC LLP
- J.B. Hunt Transport LLP
- KPMG LLP
- EY LLP
- BKD LLP
- P66
- Walmart Inc
- Arvest

7. [Region of Possible Position\(s\)](#) – Describe the region where you think graduates are most likely to work, e.g., in terms of a list of counties, a metropolitan statistical area, or a commuting radius:

Examples, not limited to:

- Northwest Arkansas
- Dallas / Fort Worth
- Tulsa
- Houston
- Little Rock

8. [Existing Data](#) – Describe any existing anecdotes or data you have that would shed light on the job prospects of graduates from the proposed academic program. This data can be helpful to ADFA in conducting labor market analysis.

The MPACC is responsive to the shifting skillset and additional demands within the Accounting Profession. More Universities are adapting specialized content into their graduate accounting degrees. Whereas past accounting Master degrees tended to be general in nature, more specialized degree paths and skills are being sought by career entrants. Emerging technology is changing the core ways that the accounting profession is providing services. As a result, new skills that involve data & analytics are needed. Complementing these technical skills, the workplace has increased its emphasis on the development of soft skills, such as leadership and professionalism. The complexity of business environments that accounting professionals face has also increased the demand for richer content, including complex tax issues, technology environments, regulatory reporting requirements among others. The importance of Internships has also increased. We are also seeing a greater number of our students take initial accounting employment outside of traditional public accounting roles.

9. Proposed Implementation Date – (MM/DD/YY):

August 1, 2020

10. Contact Person – Provide contact information for the person who can answer specific questions about the program:

Name: Dr. Gary Peters

Title: Professor and Department Chair

E-mail: [peters@uark.edu](mailto:peters@uark.edu)

Phone: 479-871-4562 Cell / 479-575-4117 Office

Email the completed form: Dr. Nathan Smith ([Nathan.Smith@adfa.arkansas.gov](mailto:Nathan.Smith@adfa.arkansas.gov))

After the labor market analysis has been completed, the institution will be invited to respond, providing further information that might shed light and help to interpret the data provided.

## APPENDIX A. CIP-SOC MATCHING AND THE NCES CROSSWALK (Question 4a & 4b)

Labor market analysis for academic program requires the combination of diverse data sources. The National Center for Education Statistics (NCES) and the Bureau of Labor Statistics (BLS) developed a “CIP-SOC crosswalk” linking fields of study, classified by a well-established classification scheme called Classification of Instructional Programs (CIP), with occupations, classified by a well-established classification scheme called Standard Occupational Classifications (SOC). The CIP-SOC crosswalk is available [here](#), and guidelines on how to use the scheme are posted online [here](#).

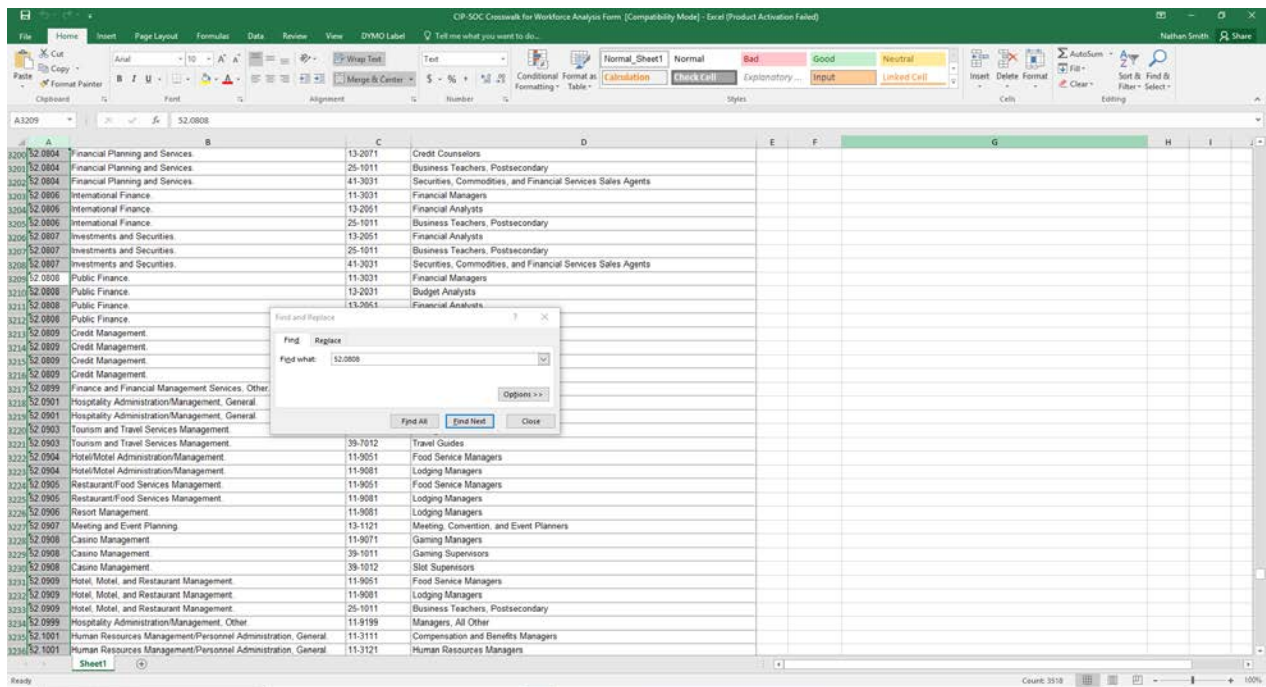
In question 4a of the form, institutions are asked to copy and paste a list of occupations that match with their instructional programs, taken directly from the NCES CIP-SOC crosswalk, which can be downloaded here: [https://static.ark.org/eeuploads/adhe/CIP-SOC\\_Crosswalk\\_for\\_Workforce\\_Analysis\\_Form.xls](https://static.ark.org/eeuploads/adhe/CIP-SOC_Crosswalk_for_Workforce_Analysis_Form.xls)

To use this file to answer question 4a:

1. Select Column A.
2. In the Home ribbon, Editing section of the toolbar, click Find & Select to get a drop-down menu, and select the Find command. As you do this, your screen should look something like this.

CIP2010 Code	CIP2010 Title	SOC2010 Code	SOC2010 Title	OTHER OCCUPATIONS (NO MATCH)
01.0000	Agriculture, General	19-1011	Animal Scientists	13-1041 Compliance Officers
01.0000	Agriculture, General	19-1012	Food Scientists and Technologists	13-1074 Farm Labor Contractors
01.0000	Agriculture, General	19-1013	Soil and Plant Scientists	13-1131 Fundraisers
01.0000	Agriculture, General	25-1041	Agricultural Sciences Teachers, Postsecondary	13-1189 Business Operations Specialists, All Other
01.0101	Agricultural Business and Management, General	11-9013	Farmers, Ranchers, and Other Agricultural Managers	25-1151 Graduate Teaching Assistants
01.0101	Agricultural Business and Management, General	25-1041	Agricultural Sciences Teachers, Postsecondary	27-1023 Floral Designers
01.0102	Agricultural Business and Management, General	11-9013	Farmers, Ranchers, and Other Agricultural Managers	27-1026 Merchandise Displayers and Window Trimmers
01.0102	Agricultural Business and Management, General	25-1041	Agricultural Sciences Teachers, Postsecondary	27-2023 Umpires, Referees, and Other Sports Officials
01.0103	Agricultural Economics	19-3011	Economists	27-4099 Media and Communication Equipment Workers, All Other
01.0103	Agricultural Economics	25-1041	Agricultural Sciences Teachers, Postsecondary	31-1015 Orderlies
01.0104	Farm/Farm and Ranch Management	11-9013	Farmers, Ranchers, and Other Agricultural Managers	31-9095 Pharmacy Aides
01.0104	Farm/Farm and Ranch Management	25-1041	Agricultural Sciences Teachers, Postsecondary	31-9096 Veterinary Assistants and Laboratory Animal Caretakers
01.0104	Farm/Farm and Ranch Management	25-9021	Farm and Home Management Advisors	33-3041 Parking Enforcement Workers
01.0104	Farm/Farm and Ranch Management	45-1011	First-Line Supervisors of Farming, Fishing, and Forestry Workers	33-9011 Animal Control Workers
01.0105	Agricultural/Farm Supplies Retailing and Wholesaling	13-1021	Buyers and Purchasing Agents, Farm Products	33-9031 Gaming Surveillance Officers and Gaming Investigators
01.0105	Agricultural/Farm Supplies Retailing and Wholesaling	25-1041	Agricultural Sciences Teachers, Postsecondary	33-9032 Security Guards
01.0105	Agricultural/Farm Supplies Retailing and Wholesaling	45-2041	Graders and Sorters, Agricultural Products	33-9091 Crossing Guards
01.0106	Agricultural Business Technology	15-1151	Computer User Support Specialists	33-9093 Transportation Security Screeners
01.0106	Agricultural Business Technology	43-1011	First-Line Supervisors of Office and Administrative Support Workers	33-9099 Protective Service Workers, All Other
01.0199	Agricultural Business and Management, Other	11-9013	Farmers, Ranchers, and Other Agricultural Managers	35-2011 Cooks, Fast Food
01.0199	Agricultural Business and Management, Other	25-1041	Agricultural Sciences Teachers, Postsecondary	35-2015 Cooks, Short Order
01.0199	Agricultural Business and Management, Other	45-1011	First-Line Supervisors of Farming, Fishing, and Forestry Workers	35-2021 Food Preparation Workers
01.0201	Agricultural Mechanization, General	25-1041	Agricultural Sciences Teachers, Postsecondary	35-3021 Combined Food Preparation and Serving Workers, Including Fast Food
01.0201	Agricultural Mechanization, General	49-3041	Farm Equipment Mechanics and Service Technicians	35-3022 Counter Attendants, Cafeteria, Food Concession, and Coffee Shop
01.0204	Agricultural Power Machinery Operation	25-1041	Agricultural Sciences Teachers, Postsecondary	35-3031 Waiters and Waitresses
01.0204	Agricultural Power Machinery Operation	45-2091	Agricultural Equipment Operators	35-3041 Food Servers, Nonrestaurant
01.0204	Agricultural Power Machinery Operation	49-3041	Farm Equipment Mechanics and Service Technicians	35-9011 Dining Room and Cafeteria Attendants and Bartender Helpers
01.0205	Agricultural Mechanics and Equipment/Machine Technology	49-3011	Aircraft Mechanics and Service Technicians	35-9021 Dishwashers
01.0205	Agricultural Mechanics and Equipment/Machine Technology	49-3041	Farm Equipment Mechanics and Service Technicians	35-9031 Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop
01.0205	Agricultural Mechanics and Equipment/Machine Technology	49-3042	Mobile Heavy Equipment Mechanics, Except Engines	35-9099 Food Preparation and Serving Related Workers, All Other
01.0205	Agricultural Mechanics and Equipment/Machine Technology	25-1041	Agricultural Sciences Teachers, Postsecondary	37-2011 Janitors and Cleaners, Except Maids and Housekeeping Cleaners
01.0209	Agricultural Mechanization, Other	49-3041	Farm Equipment Mechanics and Service Technicians	37-2012 Maids and Housekeeping Cleaners

3. In the Find and Replace dialog box, enter the CIP code that you're interested in, and click “Find Next.” Your screen should then look like this:



4. Since the CIP-SOC crosswalk file is already sorted by row, you can find all the rows corresponding to your CIP simply by starting from the first cell selected and then reading down in column A until you encounter a different CIP code.
5. Select all of these rows, columns A through D, this will form a table that can be pasted directly into the response field for question 4a.

52.0808	Public Finance.	11-3031	Financial Managers
52.0808	Public Finance.	13-2031	Budget Analysts
52.0808	Public Finance.	13-2051	Financial Analysts
52.0808	Public Finance.	25-1011	Business Teachers, Postsecondary

6. If desired, ask a faculty or staff member to sort the matched occupations from the CIP-SOC crosswalk by relevancy/importance, with the occupations that seem most likely to employ your graduates ranked first.
7. Missing occupations from the list should be addressed in question 4b.

Question 4b, is requesting information from your local staff/workforce experts at your institution on the applicability of the NCES list. We are aware that the NCES might be “globally” wrong—the CIP/SOC match may never have been very accurate, or may become obsolete as fields and occupations evolve—or “locally” wrong—the CIP/SOC match may be reasonably robust in general, but fail to capture the role your particular program plays in students’ career paths. Graduates of a particular program may be over or underqualified for some of the matched occupations. Also, there may be SOC codes not matched to your CIP by NCES for which, however, your program does help to prepare students, and which are likely to provide gainful employment for your graduates. Question 4b is the place to tell us about those as well.

**Master of Professional Accounting**

Appendix B

Standard Purdue Course Evaluation

## Demographics

UofA Student Demographics

Your class

Freshman    Sophomore    Junior    Senior    Graduate    Other

Expected grade

A/PASS    B    C    D    F/FAIL

Your college:

College of Education and Health Professions  
College of Engineering  
Dale Bumpers College of Agricultural, Food and Life Sciences  
Fay Jones School of Architecture  
J. William Fulbright College of Arts and Sciences  
Sam M. Walton College of Business  
School of Law  
Graduate School  
UNDECLARED

Course required

Yes    No



**Unviversity Core Course**

Overall, I would rate this course as:

Excellent    Good    Fair    Poor    Very Poor

**University Core Instructor**

Overall, I would rate this instructor as:

Excellent    Good    Fair    Poor    Very Poor

My Instructor is fluent in English

Strongly Agree    Agree    Undecided    Disagree    Strongly Disagree

WCOB College Core: Course Questions

Course Based Questions

When I have a question or comment I know it will be respected.

Strongly Agree    Agree    Undecided    Disagree    Strongly Disagree

WCOB College Core: Instructor Questions

Instructor Based Questions

My instructor displays a clear understanding of course topics.

Strongly Agree    Agree    Undecided    Disagree    Strongly Disagree

My instructor is actively helpful when students have problems.

Strongly Agree    Agree    Undecided    Disagree    Strongly Disagree

My instructor displays enthusiasm when teaching.

Strongly Agree    Agree    Undecided    Disagree    Strongly Disagree

My instructor seems well-prepared for class.

Strongly Agree    Agree    Undecided    Disagree    Strongly Disagree

**Master of Professional Accounting**

Appendix C

Faculty CVs

## **T.J. Atwood**

University of Arkansas

Accounting

WCOB 453

Qualifications: Scholarly Academic

Sufficiency: Participating

Phone: (479)-575-6113

Email: tjatwood@uark.edu

### **Brief Biography**

T.J. Atwood is an Associate Professor of Accounting at the University of Arkansas. She received her PhD from the University of Illinois at Urbana-Champaign and her MBA from the University of Texas at Austin. She has published in the Journal of Accounting Research, The Accounting Review, the Journal of Accounting and Economics, Contemporary Accounting research, the Journal of the American Taxation Association, the Journal of Accounting and Public Policy, Review of Accounting and Finance and Managerial Finance, and is past Editorial Board Member at the Journal of the American Taxation Association. She received the Journal of the American Taxation Association's Outstanding Paper Award in 2008, the Emerald Literati Network Highly Commended Paper Award in 2011 and the American Taxation Association's Best Discussant Award in 2012. Her research interests are primarily in the taxation area, specifically in international taxation, book-tax conformity, compensation, implicit taxes, and accounting for income taxes. T.J. has taught a variety of taxation courses at the undergraduate and graduate levels. She currently teaches Advanced Taxation and Multijurisdictional Tax Issues to Masters of Accounting students and a PhD. seminar in archival tax research

### **Education**

PhD, University of Illinois at Urbana-Champaign, 1995.  
Emphasis/major: Accountancy

MBA, University of Texas at Austin, May, 1990.

BSBA, Western Kentucky University, 1980.  
Emphasis/major: Accountancy

### **Professional Licenses and Certifications**

Certified Public Accountant, Texas. (March 1984 - Present).  
Currently licensed

## **WORK EXPERIENCE**

### **Professional Positions**

#### **Academic - Post-Secondary**

Academic - Post-Secondary, Assistant Professor, Sam M. Walton College of Business. (August 18, 2014 - Present).

Academic - Post-Secondary, Associate Professor, Florida State University. (June 2008 - August 2014).

### **Teaching Experience**

### **University of Arkansas**

ACCT 310VH - HON ACCOUNTING INTERNSHIP, 1 term.  
ACCT 535V - ACCOUNTING INTERNSHIP, 1 term.  
ACCT 549V - SPECIAL TOPICS IN ACCOUNT, 1 term.  
ACCT 5873 - ADVANCED TAXATION, 10 terms.  
ACCT 5893 - MULTI-JURISDICTIONAL TAX, 4 terms.  
ACCT 6133 - ACCT RESEARCH SEMINAR II, 2 terms.  
ACCT 700V - DOCTORAL DISSERTATION, 5 terms.  
WCOB 4993H - HONORS THESIS, 1 term.

## **RESEARCH**

### **Editorial Activities**

"European Accounting Review", Ad Hoc Reviewer. (2013 - Present).  
"The Accounting Review", Ad Hoc Reviewer. (2012 - Present).  
"Contemporary Accounting Research", Ad Hoc Reviewer. (2011 - Present).  
"Journal of the American Taxation Association", Ad Hoc Reviewer. (1996 - Present).  
"International Journal of Accounting", Editorial Board Member, International. (January 1, 2015 - November 30, 2019).  
Appointed to Editorial Board in November 2015 for a four-year term

### **Presentations Given**

Atwood, T.J. (Presenter & Author), American Accounting Association Annual Meeting, "The Complementarity Between Tax Avoidance and Manager Diversion: Evidence from Tax Haven Firms," American Accounting Association, New York, NY. (August 10, 2016).

We examine the association between tax avoidance and manager diversion of corporate resources among multinational corporation (MNCs) across 28 home countries. We further examine whether this association differs for tax haven firms compared to other MNCs. We define "tax haven firms" as MNCs with parent firms incorporated in tax haven countries that are not the countries where their headquarters or primary operations are located. We provide evidence that tax avoidance is significantly associated with overinvestment, lower future performance, and lower shareholder payouts among MNCs. However, we find little evidence that the relation between tax avoidance and manager diversion is more severe for tax haven firms. We conclude that a complementarity exists between tax avoidance and rent extraction among MNCs across home countries. Our results are consistent with the theory of tax avoidance within an agency framework first set forth in Desai and Dharmapala (2006).

Atwood, T.J. (Author Only), 2015 Arkansas Research Conference, "The Usefulness Of the Tax Fundamental for Predicting Future Changes in Earnings and Cash Flows Under IFRS Versus U.S. GAAP," University of Arkansas Accounting Department, Fayetteville, AR. (July 17, 2015).

We examine whether the tax fundamental, which was first studied by Lev and Nissim (2004), is differentially useful for predicting changes in future earnings and future cash flows for firms reporting under International Financial Reporting Standards (IFRS) compared to firms reporting under U.S. Generally Accepted Accounting Principles (U.S. GAAP). For both IFRS and U.S. GAAP firms, we find a positive association between the tax fundamental ranking and changes in future earnings and future cash flows. We further find that these associations are more positive for firms reporting under IFRS than for firms reporting under U.S. GAAP but only after the adoption of Financial Accounting Standards Board Interpretation No. 48, Accounting for Uncertainty in Income Taxes (FIN 48). Our

results suggest that, for firms reporting under both IFRS and U.S. GAAP, the tax fundamental is associated with changes in future earnings and future cash flows after controlling for both current year accruals and cash flows; however, the tax fundamental is more closely associated with changes in future earnings and future cash flows for firms reporting under IFRS than for firms reporting under U.S. GAAP after the U.S. adopted FIN48.

Atwood, T.J., 2014 Arkansas Research Conference, "Long-Term Effects of Tax Haven Incorporation." (June 27, 2014).

Atwood, T.J., American Taxation Association Mid-Year Meeting, "Discussion of "Data Truncation Bias and the MisMeasurement of Corporate Tax Avoidance"." (February 2014).

Atwood, T.J. (Presenter & Author), Florida State University, "The Usefulness Of Income Tax Disclosures Under IFRS Versus U.S. GAAP for Predicting Changes in Future Earnings and Cash Flows." (November 2012).

Atwood, T.J. (Presenter & Author), ATA mid-year meeting, "Discussion of "One-Book versus Two-Book System: Learnings from Europe" by C. Watrin, N. Ebert, and M. Thomsen." (August 2012).

Atwood, T.J. (Presenter & Author), AAA Annual Meeting, "Discussion of "The Relation Between CEO Retirement on Tax Reporting Aggressiveness,"." (August 2010).

Atwood, T.J. (Presenter & Author), AAA Annual Meeting, "The Cross-country Determinants of Corporate Tax Aggressiveness,"." (August 2010).

## **Publications - Research Related**

### *Journal Article (Accepted)*

Atwood, T.J. "The Complementarity Between Tax Avoidance and Manager Diversion: Evidence from Tax Haven Firms". Toronto, Canada. (Forthcoming).

We investigate whether tax avoidance and manager diversion are complementary when the costs of diversion are low by comparing dividend payouts, performance, and overinvestments of tax haven firms versus other multinational firms based in countries with weak and strong investor protections. Desai and Dharmapala (2006, 2009a, 2009b) and Desai et al. (2007) set forth a theory of tax avoidance within an agency framework (the D&D theory) based on the assumption that tax avoidance and manager diversion are complementary when the corporate governance system is "ineffective" (i.e., the manager's expected costs of diversion are low). Studies developing the D&D theory provide indirect evidence consistent with the model's predictions but do not directly test this complementarity assumption. Recent studies of U.S. firms find no complementarity or find evidence inconsistent with this complementarity. Tax haven firms are corporate groups whose parent firms are incorporated in tax haven countries that are not the countries where the groups' headquarters or primary operations are located (i.e., their "base" countries). We argue that tax haven incorporation potentially lowers the costs of diversion for managers of firms based in countries with weak investor protections. Using a sample from 28 base countries, we provide evidence that manager diversion and tax avoidance are complementary for tax haven firms based in countries with weak investor protections but not for tax haven firms based in countries with strong investor protections. Our results are consistent with the complementarity assumption underlying the D&D model and provide additional insights into the potential impact of the decentralization of the global firm.

### *Journal Article (Accepted)*

Atwood, T.J. "Discussion of 'Book-Tax Conformity and Earnings Management: Insights from European One- and Two-Book Systems'. issue2.

### *Journal Article (Published)*

Atwood, T.J., Drake, M., Myers, J., Myers, L. "Home Country Tax System Characteristics and Corporate Tax Avoidance: International Evidence". issue6. November 2012. 1831-1860.

*Journal Article (Published)*

Atwood, T.J., Drake, M., Myers, J., Myers, L. "Do Earnings Reported Under IFRS Tell Us More about Future Earnings and Cash Flows?". *issue2*. 2011. 103-121.

*Journal Article (Published)*

Atwood, T.J., Xie, H. "The Accrual and Special Items Pricing Anomalies: One Effect or Two?". Review of Accounting and Finance. *issue2*. 2010. 156-179.

*Journal Article (Published)*

Atwood, T.J., Drake, M., Myers, L. "Book-Tax Conformity and the Usefulness of Earnings for Predicting Future Earnings and Cash Flows". *issue1*. 2010. 111-125.

Calls for eliminating differences between accounting earnings and taxable income in the U.S. have been debated extensively. Proponents of increased book-tax conformity argue that tax compliance will increase and earnings quality will improve. Opponents argue that earnings quality will decline. We examine whether the level of required book-tax conformity affects earnings persistence and the association between earnings and future cash flows. We develop a comprehensive book-tax conformity measure and find that earnings have lower persistence and a lower association with future cash flows when conformity is higher. Our evidence suggests that increased book-tax conformity may reduce earnings quality.

## **Research Honors and Awards**

Best Discussant Award at JATA Conference, American Taxation Association, Scholarship/Research, (2012).

Highly Commended Paper Award, Emerald Literati Network, Scholarship/Research, (2011).

## **SERVICE**

### **University Service**

#### **Department**

Faculty Advisor, Southeast Regional Tax Challenge Competition. (2017 - Present).  
Recruit and advise teams for tax case competition.

Peer Review Committee. (2017 - Present).

MAcc Committee. (2014 - Present).

Promotion and Tenure Committee. (2014 - Present).

Committee Chair, Accounting Department Recruiting Committee. (2017).

## **Susan E. Bristow**

University of Arkansas  
Information Systems  
WCOB WCOB222

Qualifications: Scholarly Academic

Sufficiency: Participating

Phone: (479)-575-4057

Email: sbristow@uark.edu

### **Brief Biography**

Dr. Susan Bristow has enjoyed teaching at the University of Arkansas Sam M. Walton College of Business since 2002. She is the faculty advisor for the University of Arkansas Association of Information Systems Chapter (AIS), Alpha Iota Delta Honorary Society, and Phi Mu Fraternity. Her teaching interests include: Enterprise Resource Planning (ERP), Systems Analysis and Design, End-User Computing, and Service-Learning. Research interests include: Mental Models, Workforce Development, Enterprise Resource Planning (ERP), Functional Roles in Teams, and Women in Information Technology. Dr. Bristow was honored as an Outstanding Mentor for 2013, 2013 University of Arkansas Outstanding Faculty Advisor, 2013 Faculty of the Year Award by the University of Arkansas Associated Student Government and Residents' Interhall Congress, 2014 Sam M. Walton College of Business Excellence in Teaching Award, and 2015 Sam M. Walton College of Business Excellence in Service Award. In Fall 2014, she was inducted into the University of Arkansas Teaching Academy.

### **Education**

Edd, University of Arkansas, 2013.

Emphasis/major: Human Resource and Workforce Development Education  
Dissertation Title: Workforce Preparedness of Information Systems Students: Perceptions of Students, Alumni, and Employers

MBA, University of Arkansas, 2003.

Emphasis/major: Master of Business Administration

BSBA, University of Arkansas, 1999.

Emphasis/major: Information Systems

BSBA, University of Arkansas, 1996.

Emphasis/major: General Business

## **WORK EXPERIENCE**

### **Professional Positions**

#### **Academic - Post-Secondary**

Academic - Post-Secondary, Clinical Assistant Professor, University of Arkansas. (August 15, 2013 - Present).

Academic - Post-Secondary, Instructor, University of Arkansas. (2002 - August 15, 2013).

### **Teaching Experience**



## **University of Arkansas**

ISYS 2103 - BUSINESS INFORMATION SYSTEMS, 2 terms.  
ISYS 3293 - SYSTEMS ANALYSIS & DESIGN, 7 terms.  
ISYS 4213 - ERP FUNDAMENTALS, 4 terms.  
ISYS 4223 - ERP CONFIG & IMPLEMENTATION, 23 terms.  
ISYS 5223 - ERP CONFIG & IMPLEMENTATION, 9 terms.  
WCOB 1111 - FRESHMAN BUSINESS CONNECTION, 19 terms.  
WCOB 1120 - COMPUTER COMPETENCY REQMNT, 4 terms.  
WCOB 4213 - ERP FUNDAMENTALS, 9 terms.  
WCOB 4223 - ERP CONFIG & IMPLEMENTATION, 23 terms.  
WCOB 455 - SERVICE LEARNING PRACTICU, 1 term.  
WCOB 455V - SERVICE LEARNING PRACTICUM, 9 terms.  
WCOB 4993H - HONORS THESIS, 7 terms.  
WCOB 5213 - ERP FUNDAMENTALS, 2 terms.  
WCOB 5223 - ERP CONFIG & IMPLEMENTATION, 8 terms.

## **Non-Credit Instruction Taught**

College, Department of Information Systems, 1 participant. (August 2018 - December 2018).  
ISYS 5223 Independent Study for Ms. Cynthia Cooper, ERP Graduate Certificate Student

Information Technology Research Institute and Office of Diversity and Inclusion, 25 participants. (June 2018).

Co-coordinated and taught with Professor Beverly Hodges-McDaniel the Technology Awareness Program (TAP).

Information Systems Department, 1 participant. (February 2018).

Provided ERP Simulation Game Level 1 Training to Andrew Mackey who would be teaching the simulation game in his ERP Fundamentals course.

Information Systems Department, 16 participants. (September 2017).

Professor Jeff Mullins and I provided ERP Simulation Game Level 1 Training to faculty and Ph.D. students who would be teaching the simulation game in their courses.

Information Technology Research Institute and Office of Diversity and Inclusion, 25 participants. (June 2017).

Co-coordinated and taught with Professor Beverly Hodges-McDaniel the Technology Awareness Program (TAP).

Information Technology Research Institute and Office of Diversity and Inclusion, 12 participants. (June 2016).

Co-coordinated and taught with Ms. Beverly McDaniel the Technology Awareness Program (TAP).

Phi Mu Fraternity, 300 participants. (November 2014).

Provided Chapter Development presentation on academic success best practices.

Electric Meter School, 25 participants. (October 2014).

Taught MS Windows and MS Excel skills to participants.

Information Technology Research Institute and Office of Diversity and Inclusion, 35 participants. (June 2014).

Co-coordinated and taught with Ms. Beverly McDaniel the Technology Awareness Program (TAP).

Electric Meter School, 25 participants. (October 2013).

Taught MS Windows and MS Excel skills to participants.

Phi Mu Fraternity, 125 participants. (September 2013).

Provided Chapter Development presentation on academic success best practices.

Information Technology Research Institute and Office of Diversity and Inclusion, 25 participants. (July 2013).

Co-coordinated and taught with Ms. Beverly McDaniel the Technology Awareness Program (TAP).

Electric Meter School, 25 participants. (October 2012).

Taught MS Windows and MS Excel skills to participants.

Undergraduate Programs Office, 50 participants. (August 2011 - December 2011).

Taught two classes of FBC - WCOB 1111 for Undergraduate Programs Office.

Electric Meter School, 25 participants. (October 2011).

Taught MS Windows and MS Excel skills to participants.

Information Technology Research Institute and Office of Diversity Programs, 25 participants. (July 2011).

Co-coordinated and taught with Ms. Beverly McDaniel the Technology Awareness Program (TAP).

Electric Meter School, 25 participants. (October 2010).

Taught MS Windows and MS Excel skills to participants.

## **Professional Development**

"University of Arkansas AIS IT Guiding Principles Workshop Series," AIS and ITRI, Fayetteville, AR. (February 2017 - Present).

With the help of ITRI Board Members, AIS has partnered to present an IT Guiding Principles Workshop Series regarding the Top 10 Guiding Principles set forth by the ITRI Board Members.

Workshop Luncheon, "Teaching Academy Luncheon," Teaching Academy, Fayetteville, AR. (February 2015 - Present).

The Teaching Academy has workshop luncheons once a month during the Spring and Fall semesters. Workshop topics vary from month to month.

"Online Teaching Support Group," University of Arkansas, Fayetteville, AR. (January 2012 - Present).

The Online Teaching Support Group meets every month to discuss issues related to online teaching.

"AIS Cybersecurity Workshop," University of Arkansas AIS Student Chapter, Fayetteville, AR, United States. (April 2019).

AIS Student Chapter hosted a Cybersecurity Workshop.

"Apple Workshop for Faculty and Staff," Walton Career Services, Fayetteville, AR, United States. (April 2019).

April is Tech Month hosted by Walton Career Services. As a part of Tech Month, on Thursday, April 4th from 9:00-10:00 am in the Reynold Center Auditorium, faculty and staff are invited to attend a workshop presented by Apple, Inc. It is also a part of the Everyone Can Code (ECC) initiative created through a partnership with Apple and the AACSB.

This workshop will provide an overview of iOS mobile technology in business and how the speed of digital transformation, in companies of all sizes and across industries, is redefining career readiness. The resulting 'app economy' is at the intersection of several mega trends, from big data to machine learning and augmented reality, which are redefining how we work, communicate and create. The discussion will provide a framework for understanding the technical building blocks of the app economy and the emerging skill sets that companies need to advance these areas of innovation.

Leading the workshop is Dr. Andrew Currah. He holds an MA, MPhil and Ph.D. in economic geography from Downing College, University of Cambridge, England, and is a Development Executive with

Apple Inc, where he provides strategic thought leadership around the transformation of teaching, learning and research with technology.

Forum, "Non-Tenure Track Faculty Lunch Forum," Wally Cordes Teaching Faculty Support Center (TFSC), Fayetteville. (March 2019).

The forum focused on a discussion of issues pertaining to faculty in non-tenure track lines.

CLSS Training, "CLSS Training Session," University of Arkansas Registrar, Fayetteville, AR, United States. (November 2018).

Training on the new class scheduling system for the University of Arkansas.

Conference Attendance, "SAS Day," University of Arkansas Information Systems Department, Fayetteville, AR, United States. (September 2018).

SAS Day is an opportunity for students, faculty and staff to learn about SAS's data mining, text analytics, and machine learning tools as they apply to academic research and various industries.

"Baum Teaching Workshop," Office of the Provost and University of Arkansas Teaching Academy, Fayetteville, AR. (August 2018).

Half-day workshop to provide best practices for teaching development

Freshman Business Connections Training, "Freshman Business Connections Training," Sam M. Walton College of Business Undergraduate Programs Office, Fayetteville, AR. (August 2018).

Teaching/Learning Workshop, "SAP Training," SAP University Alliances, Milwaukee, WI, United States. (July 2018).

SAP Training on S/4 HANA to prepare curriculum changes for the ERP Configuration and Implementation and Seminar in ERP Development courses.

Conference Attendance, "2018 Blockchain Conference," Sam M. Walton College of Business, Fayetteville, AR, United States. (April 2018).

Join us for a full-day of panels and presentations with industry leaders from ArcBest, IBM, J.B. Hunt, Tyson, and Walmart, to help you navigate the strategic use and deployment of Blockchain in your company's ecosystem.

Tutorial, "UAConnect Training," Fayetteville, AR. (January 2018).

UAConnect Training provided to faculty and staff to learn the new interface of the UAConnect application.

"University of Arkansas TFSC Winter Teaching Symposium," Wally Cordes Teaching and Faculty Support Center, Fayetteville, AR. (January 2018).

Symposium for faculty members to learn more about deep and flexible learning, course-embedded assessment, and instructional/assessment integrated strategies

Seminar, "The Business of Blockchain as the New World Order," Information Systems Department, Fayetteville, AR. (September 2017).

"The Business of Blockchain as the New World Order"

"A blockchain is a decentralized, peer-to-peer system for validating, time-stamping, and permanently storing transactions on a distributed ledger that uses encryption protocols to authenticate digital asset ownership and consensus protocols to add validated transactions to the ledger and to ensure the ongoing integrity of the complete transaction history. Some blockchains also use smart contracts that apply rules to automatically execute transactions based upon pre-agreed conditions."

"It's a whole new game, played by new rules." Perhaps no other technology will change the rules of business more than Blockchain. Technically, a blockchain is a shared, "one version of the truth", peer-to-peer distributed record that validates and permanently stores transactions based on encryption and community consensus. Blockchain is to transactions as the Internet is to information: it promises to decentralize, democratize, and disintermediate transactions. How will financial services be disrupted when blockchains authenticate ownership and prevent double spending? How will auditing be

transformed in a blockchain world where EVERY transaction is public and verified over and over again? How will law and legal compliance change when blockchains facilitate and execute smart contracts? How will supply chain management be transformed when the precise location and current status of each asset is visible to every partner? Is your organization ready? Lacity will present research findings on actual blockchain developments and the hard-fought lessons learned. She will parse the reality from the hype and present an action plan for preparing for the future today.

"Baum Teaching Workshop," Office of the Provost and University of Arkansas Teaching Academy, Fayetteville, AR. (August 2017).

Half-day workshop to provide best practices for teaching development

Freshman Business Connections Training, "Freshman Business Connections Training," Sam M. Walton College of Business Undergraduate Programs Office, Fayetteville, AR. (August 2017).

Conference Attendance, "Women in IT Conference," University of Arkansas Information Technology Research Institute, Fayetteville, AR. (April 2017).

"SAP Winter Workshops 2017," SAP University Alliance, Huntsville, TX. (January 2017).

Attended the SAP University Alliance Winter Workshop regarding ERPSim updates and Analytics training.

"University of Arkansas TFSC Winter Teaching Symposium," Wally Cordes Teaching and Faculty Support Center, Fayetteville, AR. (January 2017).

Symposium for faculty members to learn more about deep and flexible learning, course-embedded assessment, and instructional/assessment integrated strategies

"Information Systems Department Faculty Retreat," Sam M. Walton College of Business, Information Systems Department, Fayetteville, AR. (September 2016).

Professional Development provided by the Information Systems Department

Freshman Business Connections Training, "Freshman Business Connections Training," Sam M. Walton College of Business Undergraduate Programs Office, Fayetteville, AR. (August 2016).

Conference Attendance, "Women in IT Conference," University of Arkansas Information Technology Research Institute, Fayetteville, AR. (April 2016).

Conference Attendance, "SAP Academic Conference," SAP, San Diego, CA. (February 2016).

SAP University Alliance members come together to discuss research, best practices, and to receive news regarding SAP endeavors.

Conference Attendance, "Women in IT Conference," University of Arkansas Information Technology Research Institute, Fayetteville, AR. (April 2015).

"University of Arkansas TFSC Winter Teaching Symposium," Wally Cordes Teaching and Faculty Support Center, Fayetteville, AR. (January 2015).

Symposium for faculty members to learn more about civility and collegiality in higher education, distance learning at the University, as well as other topics.

"Baum Teaching Workshop," Wally Cordes Teaching Faculty Support Center, Fayetteville, AR. (August 2014).

Half-day workshop to provide best practices for teaching development

Conference Attendance, "Women in IT Conference," University of Arkansas Information Technology Research Institute (ITRI), Fayetteville, AR. (March 2014).

Conference Description: Join us and gain new knowledge, grow new networks, and lend your voice to how women will continue to forge new ground in IT. Learn new ways to think about and apply your

skills to the most significant challenges facing IT, all while developing your role in advancing women in the industry.

Continuing Education Program, "ADLL 700V - Doctoral Dissertation," University of Arkansas, Fayetteville, AR. (August 2013 - December 2013).  
Credit hours towards doctoral dissertation completion.

"Baum Teaching Workshop," Wally Cordes Teaching Faculty Support Center, Fayetteville, AR. (August 2013).  
Half-day workshop to provide best practices for teaching development

"Wally Cordes Teaching and Faculty Support Center Teaching Camp," Wally Cordes Teaching and Faculty Support Center, Petit Jean, AR. (August 2013).  
The teaching camp is a 3-day workshop on a special topic (Developing Deep Learners) as well as smaller breakout sessions to share best practices among University faculty.

Continuing Education Program, "Summer Reading Program," University of Arkansas Continuing Education, Fayetteville, AR. (July 2013 - August 2013).  
Continuing Education to teach attendees how to speed read. The class will be used for research assistance.

Continuing Education Program, "ADLL 700V - Doctoral Dissertation," University of Arkansas, Fayetteville, AR. (May 2013 - August 2013).  
Credit hours towards doctoral dissertation completion.

"TTAGG Software Training," Information Systems Department, Fayetteville, AR. (May 2013).  
A TTAGG Software representative provided a presentation and demonstration about the TTAGG Software.

Continuing Education Program, "ADLL 700V - Doctoral Dissertation," University of Arkansas, Fayetteville, AR. (January 2013 - May 2013).  
Credit hours towards doctoral dissertation completion.

"Academic Advising Training," Fayetteville, AR. (March 2013).  
Training for academic advising of Freshman Business Connections students for the May and August Intersessions, Summer Sessions, and Fall 2013 semester.

Conference Attendance, "Women in IT Conference," University of Arkansas Information Technology Research Institute (ITRI), Fayetteville, AR. (March 2013).  
Conference Description: Join us and gain new knowledge, grow new networks, and lend your voice to how women will continue to forge new ground in IT. Learn new ways to think about and apply your skills to the most significant challenges facing IT, all while developing your role in advancing women in the industry.

Conference Attendance, "SAP Academic Conference," SAP, Milwaukee, WI. (February 2013).  
Yearly academic conference hosted by SAP University Alliance to present SAP development news and provide training for the attendees.

"SAP University Alliances Winter 2013 Workshops," SAP University Alliances, Huntsville, TX. (January 2013).  
Professors from SAP University Alliances member schools are invited to participate in four days of train-the-trainer coursework to become better acquainted with SAP functionality and best practices being introduced in the classroom.

ERP Simulation Game Level 2 – Find advanced techniques that can help you teach other faculty to use ERP simulation.

"University of Arkansas TFSC Winter Teaching Symposium," Wally Cordes Teaching and Faculty Support Center, Fayetteville, AR. (January 2013).

Symposium for faculty members to learn more about civility and collegiality in higher education, distance learning at the University, as well as other topics.

Continuing Education Program, "WDED 700V - Doctoral Dissertation," University of Arkansas, Fayetteville, AR. (August 2012 - December 2012).  
Credit hours towards doctoral dissertation completion.

"Wellbeing: Developing Your Students and Yourself," University of Arkansas Academic Advising Council, Fayetteville, AR. (October 2012).  
Academic Advising Workshop to help with academic advising improvements.

Continuing Education Program, "WDED 700V - Doctoral Dissertation," University of Arkansas, Fayetteville, AR. (May 2012 - August 2012).  
Credit hours towards doctoral dissertation completion.

Continuing Education Program, "WDED 700V - Doctoral Dissertation," University of Arkansas, Fayetteville, AR. (January 2012 - May 2012).  
Credit hours towards doctoral dissertation completion.

Conference Attendance, "SAP Academic Conference," SAP University Alliance and SAP, San Antonio, TX. (March 2012).  
The event shares SAP's strategic direction and showcases opportunities for faculty to leverage SAP University Alliances offerings to enhance student academic and career outcomes.

Conference Attendance, "Women in IT Conference," University of Arkansas Information Technology Research Institute (ITRI), Fayetteville, AR. (March 2012).  
Conference Description: Join us and gain new knowledge, grow new networks, and lend your voice to how women will continue to forge new ground in IT. Learn new ways to think about and apply your skills to the most significant challenges facing IT, all while developing your role in advancing women in the industry.

"CTE - Lunch N' Learn," Sam M. Walton College of Business Center for Teaching Effectiveness, Fayetteville, AR. (March 2012).  
This lunch n' learn featured Dr. Dub Ashton and his philosophy on teaching. New ideas on how to teach material and make the classroom an exciting place to learn were presented.

"TFSC February Not-So-New Faculty Lunch Discussion - Resources on Campus," Wally Cordes Teaching and Faculty Support Center, Fayetteville, AR. (February 2012).  
Karen Hodges, Office of Academic Success Director, discussed the campus resources that are valuable to the faculty to help students.

Continuing Education Program, "WDED 700V - Doctoral Dissertation," University of Arkansas, Fayetteville, AR. (August 2011 - December 2011).  
Credit hours towards doctoral dissertation completion.

Tutorial, "AdvisorTrac Training," Sam M. Walton College of Business, Undergraduate Programs Office, Fayetteville, AR. (October 2011).  
Training to use the Advisor Trac software as a faculty advisor.

"Blackboard Collaborate (Elluminate) Training," University of Arkansas UITS, Fayetteville, AR. (August 2011).  
This workshop will demonstrate how to use the Blackboard Collaborate in Blackboard. This application is formerly known as Elluminate.

"Blackboard Training," University of Arkansas UITS, Fayetteville, AR. (August 2011).

This individual workshop provided training on individual needs in Blackboard. Respondus and group assignments were the primary training points.

"Coaching Training," University of Arkansas Human Resources, Fayetteville, AR. (August 2011).  
Training on how to provide coaching to individuals and to learn how to be a coach for students and employees.

Freshman Business Connections Training, "Freshman Business Connections Training," Sam M. Walton College of Business Undergraduate Programs Office, Fayetteville, AR. (August 2011).

"Information Systems Department Faculty Retreat," Sam M. Walton College of Business, Information Systems Department, Fayetteville, AR. (August 2011).

Professional Development provided by the Information Systems Department

"MIS Faculty Development Session," Sam M. Walton College of Business, Information Systems Department, Fayetteville, AR. (August 2011).

Workshop to gain knowledge of the MIS new blended format and to learn tips for teaching online courses.

"Wally Cordes Teaching and Faculty Support Center Teaching Camp," Wally Cordes Teaching and Faculty Support Center, Petit Jean, AR. (July 2011 - August 2011).

The teaching camp is a 3-day workshop on a special topic (Academic Integrity Policy) as well as smaller breakout sessions to share best practices among University faculty.

Continuing Education Program, "WDED 700V - Doctoral Dissertation," University of Arkansas, Fayetteville, AR. (May 2011 - August 2011).

Credit hours towards doctoral dissertation completion.

"ERP Fundamentals - GBI 2.0 Training," Sam M. Walton College of Business, Information Systems Department, Fayetteville, AR. (July 2011).

Dr. Ross Hightower visited our campus to show ERP Fundamentals faculty the new lab material for the new text.

Conference Attendance, "SAP SAPPHIRE NOW and ASUG Annual Conference," SAP, Orlando, FL. (May 2011).

SAPPHIRE NOW and ASUG Annual Conference bring together unparalleled insights and opportunities from the world's premier business technology conferences in one place. From customer-driven education and best practices to visionary technology and business strategies, the conferences offer a unique platform for attendees to see their business from all angles providing invaluable knowledge sharing and networking opportunities for SAP customers, partners, business team members, and industry experts. (From: <http://www.sapandasug.com/agenda.html>)

Continuing Education Program, "WDED 698V - Practicum," University of Arkansas, Fayetteville, AR. (January 2011 - May 2011).

Independent study to prepare for dissertation proposal. Independent study will focus on literature review.

Conference Attendance, "SAP Curriculum Congress," SAP, Monterey, CA. (March 2011).

The 14th annual SAP Curriculum Congress brings together leading educators representing 14 countries and 134 organizations to exchange ideas and information exploring innovative curricula and use of technology in the classroom. Each session topic is chosen to help University Alliances member schools run better. (From: <http://www.sdn.sap.com/irj/uac/ua-events?rid=/webcontent/uuid/30262b82-87d8-2d10-fa86-86ca8a9751dc#section8>)

"Having trouble putting all the advising pieces together?," Academic Advising Council and Office of the Registrar, Fayetteville, AR. (February 2011).

The Academic Advising Council and Office of the Registrar present and discuss complicated advising issues such as interpreting the ISIS AA reports, understanding test credit/ credit vs. exemption, understanding the transfer credit report and other transfer issues, and preparing for the ISIS upgrade.

"University of Arkansas Winter Teaching Symposium," Wally Cordes Teaching and Faculty Support Center, Fayetteville, AR. (January 2011).  
Symposium for faculty members to learn more about how to teach with technology.

Conference Attendance, "ICIS," Association for Information Systems, St. Louis, MO. (December 2010).  
ICIS is the premier professional meeting in the IS field and provides access to the highest caliber scholarship in the IS discipline, including IT leadership, systems development, enterprise resource planning, cross-cultural issues and social and economic impacts of information technology.

Continuing Education Program, "CIED 6013 - Curriculum Development," University of Arkansas, Fayetteville, AR. (August 2010 - December 2010).  
Principles and concepts of curriculum and development, with an analysis of the factors basic to planning, the aims of the educational program, the organization of the curriculum, curriculum models, and elements desirable in the curriculum of schools.

Key Note Speaker Presentation, "'Age of Analytics: Competing in the 21st Century'," University of Arkansas Information Systems Department, Fayetteville, AR. (November 2010).

Dr. Jim Goodnight, CEO of SAS, presents: SAS customers are harnessing their data for competitive advantage, jobs in analytics are on the rise, how to attract and retain knowledge workers, and his concerns about the future of innovation in the U.S..

ISYS Department Colloquium, "ERPsim: A platform for multi-method experimental research in IS," University of Arkansas Information Systems Department, Fayetteville, AR. (September 2010).

Conference Attendance, "AMCIS," Association for Information Systems, Lima, Peru. (August 2010).  
The Americas Conference on Information Systems (AMCIS) is an annual research conference in the information systems discipline held in the region. AMCIS attracts up to a thousand or more attendees principally from North America but increasingly from other regions of the world as well. It is conducted under the auspices of AIS. Colleagues from prominent local universities take responsibility for organizing and making local arrangements associated with the conference.

Continuing Education Program, "WDED 5563 - Introduction to Distance Learning," University of Arkansas, Fayetteville, AR. (July 2010 - August 2010).

This course is designed to build a knowledge base about distance learning environments, especially online learning. This course emphasizes interaction among pedagogical models, instructional models, and learning technologies. The content is contextualized within higher learning, k-12 school, and corporate training.

"Blackboard 9.1 - Assessment," University of Arkansas UITs, Fayetteville, AR. (July 2010).

This workshop will demonstrate how to use assessment tools, such as assignments, tests, and quizzes in Blackboard. Participants will also be introduced to Respondus, a third-party software application that simplifies test creation and enhances the security of the online testing environment within Blackboard.

"Blackboard 9.1 - Content Management," University of Arkansas UITs, Fayetteville, AR. (July 2010).

This workshop will provide instruction on incorporating course content into Blackboard, including plain text, HTML, Microsoft Word text and documents, PDFs, video, audio, and more. Participants will also learn how to create an Elluminate virtual classroom session from within a Blackboard course – complete with a common whiteboard, chat, voice-over-IP, and up to six simultaneous webcams.



"Blackboard 9.1 - Introduction," University of Arkansas UITs, Fayetteville, AR. (July 2010).  
This workshop will introduce participants to the new navigational features and outline the wide range of tools available to faculty and students in Blackboard 9.1. Current Blackboard users will benefit from learning about the recent upgrade and new users will benefit from an overview of the course management system.

Continuing Education Program, "WDED 6343 - WDED Dissertation Seminar," University of Arkansas, Fayetteville, AR. (June 2010 - July 2010).  
This course addresses the principles and techniques underlying organizational research, both experimental and non-experimental. It covers the basic philosophy of science and research methods and gives attention to the practical problems of design, data collection sampling, and data analysis.

Continuing Education Program, "WDED 6323 - WDED Qualitative Research Design," University of Arkansas, Fayetteville, AR. (January 2010 - May 2010).  
This course is designed to introduce WDED students to qualitative research design, data collection and data analysis. Course content includes data collection through interviews, field observation, records research, ethical issues associated with conducting research in organizational settings, and internal and external validity problems.

Conference Attendance, "Big XII+ Conference MIS Research Symposium," Sam M. Walton College of Business Information Systems Department and the Information Technology Research Institute, Fayetteville, AR. (April 2010).  
The conference will provide an informal setting for networking and will center around research presentations by junior faculty members and Ph.D. students. Prominent researchers from Big XII+ IS programs will attend the meetings and participate in both panels and general discussions.

Conference Attendance, "Women in IT," University of Arkansas Information Technology Research Institute, Fayetteville, AR. (March 2010).  
Whether you are an executive, a manager, at entry level, or an entrepreneur learn new ways to think about and apply your skills to the most significant challenges facing IT while developing your role in advancing women in the industry. Gain new knowledge, grow new networks, and lend your voice to how women will continue to forge new ground in IT. The first half of the conference will consist of a keynote speaker and break-out sessions. The second half of the day will be a facilitated session/workshop where attendees will Build on the first half of their day and what they understand about their own needs and the needs of women in IT Imagine what they can do as a collective- individuals and companies/organizations And create a plan to fulfill their goal (Maybe a regional networking group aligning with other groups/chapters, a speaker series, etc.)

"Grant Writing Workshop," University of Arkansas Graduate School, Fayetteville, AR. (February 2010).  
Graduate School hosted a grant writing workshop for doctoral students. Information to be used for doctoral program and to help SIFE write grants for funding.

## **Teaching Honors and Awards**

Dr. John and Mrs. Lois Imhoff Award for Outstanding Teaching and Student Mentorship, University of Arkansas Teaching Academy, Teaching, University, (2018).

Sam M. Walton College of Business Outstanding Teaching Faculty Award, Sam M. Walton College of Business, Teaching, College, (2018).

Invitation to 2016 Chinese New Year Banquet, Chinese Students and Scholars Association, Teaching, (2016).

Invited by one of my students to attend the Banquet.

Certificate of Appreciation for Outstanding Teaching, The Teaching Academy and the Wally Cordes Teaching and Faculty Support Center, Teaching, (2014).

The Teaching Academy and the Wally Cordes Teaching and Faculty Support Center recognized and honored 2013-2014 Faculty Teaching Award Recipients at a reception.

Sam M. Walton College of Business Excellence in Teaching Award, Sam M. Walton College of Business, Teaching, (2014).

Teaching Academy Fellow, Teaching Academy, Teaching, (2014).

One of six University of Arkansas faculty members selected by the Teaching Academy to become inducted into the Teaching Academy as a Teaching Academy Fellow.

2013 Beta Gamma Sigma Favorite Professor Invitation, Beta Gamma Sigma, Teaching, (2013).

Recognized by Ms. Devyn Grathwohl as Favorite Professor for the 2013 Beta Gamma Sigma Initiation Banquet.

2013 Faculty of the Year, The University of Arkansas Associated Student Government and Residents' Interhall Congress, Teaching, (2013).

One of three faculty members at the University of Arkansas selected by the Associated Student Government (ASG) and Residents' Interhall Congress (RIC) to receive the award.

Certificate of Appreciation for Outstanding Teaching, The Teaching Academy and the Wally Cordes Teaching and Faculty Support Center, Teaching, (2013).

The Teaching Academy and the Wally Cordes Teaching and Faculty Support Center recognized and honored 2012-2013 Faculty Teaching Award Recipients at a reception.

Outstanding Mentor 2013, University of Arkansas - Office of Nationally Competitive Awards, Teaching, (2013).

University of Arkansas State and National Awards Reception

University of Arkansas Outstanding Faculty Advisor, Provost Office and Academic Advising Council, Teaching, (2013).

Recipients were selected from a pool of nominees by the Academic Advising Council for their overwhelming evidence of qualities and practices that distinguished them as outstanding advisors.

2012 Beta Gamma Sigma Favorite Professor Invitation, Beta Gamma Sigma, Teaching, (2012).

Recognized by Ms. Mohimeenu Razzack as Favorite Professor for the 2012 Beta Gamma Sigma Initiation Banquet.

International Women's Day, University of Arkansas International Students and Scholars, University Programs, Teaching, (2012).

International Women's Day honors faculty and staff for their achievements, hard work, and dedication at the University of Arkansas.

Outstanding Mentor 2011, University of Arkansas - Office of Nationally Competitive Awards, Teaching, (2011).

University of Arkansas State and National Awards Reception

Outstanding Faculty, Student Alumni Board, Associated Student Government, and Residents' Interhall Congress, Teaching, (2010).

Selected as one of the Outstanding Faculty members for the Eleventh Annual Faculty Appreciation Banquet.

Outstanding Mentor 2010, University of Arkansas - Office of Nationally Competitive Awards, Teaching, (2010).

University of Arkansas State and National Awards Reception

University of Arkansas and Student Alumni Association "Featured Faculty" at Homecoming Pep Rally,  
University of Arkansas and Student Alumni Association, Teaching, (2010).  
Invitation to participate in 2010 Homecoming Festivities in the Student/Faculty Trivia Challenge because  
selected by University students as being one of their favorite teachers on campus.

## RESEARCH

### Editorial Activities

"53rd Hawaii International Conference on System Sciences (HICSS-53)", Hawaii International Conference  
on System Sciences, Invited Manuscript Reviewer, International. (July 1, 2019 - August 1, 2019).  
An invited reviewer for the Hawaii International Conference on System Sciences.

"Journal of Information Systems", American Accounting Association, Invited Manuscript Reviewer,  
International. (January 30, 2018 - February 27, 2018).  
An invited reviewer for the American Accounting Association, Journal of Information Systems.

"20th Americas Conference on Information Systems", Association of Information Systems (AIS), Invited  
Manuscript Reviewer, International. (March 4, 2014 - March 28, 2014).  
An invited reviewer for the 2014 AMCIS Conference, Challenges Facing the Global Computing Mini  
Track, held in Savannah, GA.

### Presentations Given

Freeze, R. D., Bristow, S. E., Global Shop Solutions User Conference, "Enhancing Program Growth for  
Workforce Impact," Global Shop Solutions, The Woodlands, TX, United States. (March 6, 2018).

Freeze, R. D. (Presenter & Author), Bristow, S. E. (Presenter & Author), Hawaii International Conference  
on System Sciences, "ERP Knowledge: Enhancing Program Growth for Workforce Impact,"  
Waikoloa Village, HI. (January 6, 2018).

Bristow, S. E. (Presenter & Author), Serrano, C. I. (Author Only), Mullins, J. K. (Presenter & Author),  
SAP Academic Conference Americas, "Online versus Flipped Learning: Understanding Factors that  
Shape Student Success in an ERP Fundamentals Course," San Diego, CA. (February 17, 2016).

Bristow, S. E. (Presenter & Author), ITRI Advisory Board Meeting, "Workforce Preparedness of  
Information Systems Students: Perceptions of Students, Alumni, and Employers," Information  
Technology Research Institute (ITRI). (September 24, 2013).

\*Further research into workforce readiness gap

\*Explore competencies employers desire

\*Discover relationship between preparedness and current students and alumni

\*Ascertain employers' perception of the ISYS program students' workforce preparedness

Bristow, S. E. (Presenter & Author), Dissertation Defense, "Workforce Preparedness of Information  
Systems Students: Perceptions of Students, Alumni, and Employers," University of Arkansas.  
(August 9, 2013).

Abstract

Employers of newly hired higher education graduates report their new workforce is not prepared. Further  
research was required to discover insights to the workforce readiness gap. This concurrent mixed  
methods study explored what competencies influenced employer's perceptions of the work-readiness  
of Information Systems (ISYS) undergraduate students and discovered ISYS graduates' and current  
ISYS students' perceptions of their work-readiness. Participants consisted of a convenience sample  
including 69 ISYS program upperclassmen, 20 ISYS program alumni, and 8 employers of the ISYS

program graduates. ISYS program alumni completed an online Qualtrics survey to measure the participants' perception of their workforce preparedness. ISYS program upperclassmen completed a similar paper-based survey to measure the students' current perception of their workforce readiness. Employers of ISYS program graduates were interviewed to determine (1) how they defined workforce readiness, (2) the competencies associated with being workforce-ready, and (3) the degree to which the Sam M. Walton College of Business graduates demonstrated workforce readiness. The instrument used in this study was adopted from the employer survey used in the Are They Really Ready to Work?: Employers' Perspectives on the Basic Knowledge and Applied Skills of New Entrants to the 21st Century U.S. Workforce report by Casner-Lotto, Barrington, & Wright (2006) and the Ill-Prepared U.S. Workforce: Exploring the Challenges of Employer-Provided Workforce Readiness Training report by Casner-Lotto, Rosenblum, & Wright (2009). The reports were produced by ASTD, The Conference Board, Corporate Voices for Working Families, Partnership for 21st Century Skills, and SHRM.

Research findings demonstrated 91% of ISYS program alumni and 86.9% of upperclassmen believed they were adequately to well prepared for the workforce by the ISYS program. Additionally, 75% of ISYS graduates' employers felt the students were adequately to somewhat well prepared for the workforce. Workforce readiness skills measured in this study included English Language (spoken), Writing in English, Problem Solving, Critical Thinking, Collaboration/Working with Others, Computer/Technical, Project Management, Knowledge within Major, General Business Knowledge, Willingness to Learn, Ability to Learn, Responsibility/Dependability, Initiative, Attitude Toward Work, Attendance/Punctuality, and Other skills not mentioned.

Dunaway, M. (Presenter & Author), Bristow, S. E. (Author Only), 1st Symposium on Experiential Learning in IT Education, "ERP Functional Role Orientation: A Situated Learning Approach," HEC Montreal, Montreal, Quebec, Canada. (June 19, 2012).

Immersive learning amplifies teamwork and functional role orientation in the acquisition of Enterprise System knowledge. In this teaching case, pedagogy and learning assurance demonstrate how knowledge transfer occurs for students to understand ERP concepts. The ERPSIM game provides the authentic context and team interaction to prepare graduates for future careers in a global business environment.

## **Publications - Teaching Related**

*Conference Proceeding (Accepted)*

Harden, G., Fagan, M. H., Swimberghe, K., Bristow, S. E., Rogers, P. "Integrating Enterprise Resource Planning (ERP) knowledge and skills into the curriculum using SAP: Best practices and lessons learned". Southwest Decision Sciences Institute.

*Conference Proceeding (Accepted)*

Bhuiyan, M. S., Goodarzi, S., Large, J., Serrano, C. I., Bristow, S. E. "Understanding ERP Learning Success in Flipped Classrooms". Americas Conference on Information Systems. May 2018.

*Conference Proceeding (Accepted)*

Freeze, R. D., Bristow, S. E. "ERP Knowledge: Enhancing Program Growth for Workforce Impact". Paper was accepted to the Hawaii International Conference on System Sciences (HICSS-51) on August 18, 2017. Paper was presented at the HICSS Conference on January 6, 2018.

*Conference Proceeding (Accepted)*

Bristow, S. E., Serrano, C. I., Mullins, J. K. "Game Play: Online Delivery of ERP Simulation Game". 2016.

*Conference Proceeding (Published)*

Dunaway, M., Bristow, S. E. "ERP Functional Role Orientation: A Situated Learning Approach". Proceedings of the 1st Symposium on Experiential Learning in IT Education, Montreal, Canada, Montreal, Canada. June 19, 2012. 10-14.

*Book Chapter (Published)*

Dunaway, M., Bristow, S. E., Leger, P., Pellerin, R., Babin, G. "Importance & Impact of ERP Systems on Industry and Organization" in Readings on Enterprise Resource Planning. Chapter 1 edition. HEC Montréal, Montreal, Quebec, Canada. 2011. 7-18.

*Book Chapter (Published)*

Bristow, S. E., Dunaway, M., Leger, P., Pellerin, R., Babin, G. "Process for Selecting an ERP System" in Readings on Enterprise Resource Planning. Chapter 3 edition. ERPsim Lab, Montreal, Quebec, Canada. 2011. 37-49.

*Book Chapter (Published)*

Bristow, S. E., Dunaway, M. Readings On Enterprise Resource Planning. ERPsim Lab, Montreal, Quebec, Canada. 2011. 330.

*Conference Proceeding (Published)*

Riemenschneider, C. K., Bristow, S. E. "Attracting High School Minority Students to Information Systems: The Technology Awareness Program". Proceedings of the Sixteenth Americas Conference on Information Systems, Lima, Peru. August 2010.

## **Publications - Research Related**

*Conference Proceeding (Accepted)*

Bristow, S. E., Serrano, C. I., Mullins, J. K. "Online versus Flipped Learning: Understanding Factors that Shape Student Success in ERP Courses". 2016.

## **Educationally Related Presentations and Workshops**

"University of Arkansas ERP Program", presented at ASUG Oklahoma Chapter Meeting, Sponsored by America's SAP Users' Group (ASUG), Invited. (October 24, 2018).

"Online Delivery of ERPsim", presented at HEC Montreal Luncheon, Local, Sponsored by HEC Montreal, Accepted. (July 14, 2016).

Sharing experiences from online delivery of the ERPsim game. Joined via Skype by Susan Bristow and Christina Serrano.

"Game Play: Online Delivery of ERP Simulation Game", presented at SAP Academic Conference Americas, International, Accepted, Published in Proceedings. (February 18, 2016).

"Game On: Enterprise Resource Planning Simulation", presented at Conference on Teaching and Learning, International, Sponsored by American Accounting Association, Accepted, Published in Proceedings. (August 9, 2015).

"How to Engage Students in Large Classes", presented at TFSC Not-So-New Faculty Presentation, Invited. (September 19, 2014).

"Pen & Paper/iPad/Smart Phone", presented at Dead Day Teaching Symposium, Local, Sponsored by University of Arkansas TFSC, Accepted. (May 2, 2014).

Discussing and illustrating how technology can enhance curriculum and learning, covering options for different levels of technology comfort and different ways in which technology can be used.

"Faculty Enrichment Series: Teaching and Technology in the 21st Century", presented at Faculty Enrichment Series: Teaching and Technology in the 21st Century, Sponsored by Wally Cordes Teaching and Faculty Support Center, Invited. (April 17, 2014).

"Digging Deeper: Techniques to Help Students Go Below the Surface of Learning", presented at TFSC New Faculty Luncheon, Local, Sponsored by Wally Cordes Teaching Faculty Support Center, Invited. (November 22, 2013).

Presented techniques to help promote deep learning in place of surface learning. Based on the key note speaker, Dr. Ken Bain, presentation at the TFSC Teaching Camp 2013.

"Digging Deeper: Techniques to Help Students Go Below the Surface of Learning", presented at TFSC New Faculty Luncheon, Local, Sponsored by Wally Cordes Teaching Faculty Support Center, Invited. (November 21, 2013).

Presented techniques to help promote deep learning in place of surface learning. Based on the key note speaker, Dr. Ken Bain, presentation at the TFSC Teaching Camp 2013.

"Digging Deeper: Techniques to Help Students Go Below the Surface of Learning", presented at TFSC New Faculty Luncheon, Local, Sponsored by Wally Cordes Teaching Faculty Support Center, Invited. (October 4, 2013).

Presented techniques to help promote deep learning in place of surface learning. Based on the key note speaker, Dr. Ken Bain, presentation at the TFSC Teaching Camp 2013.

"Digging Deeper: Techniques to Help Students Go Below the Surface of Learning", presented at TFSC New Faculty Luncheon, Local, Sponsored by Wally Cordes Teaching Faculty Support Center, Invited. (October 3, 2013).

Presented techniques to help promote deep learning in place of surface learning. Based on the key note speaker, Dr. Ken Bain, presentation at the TFSC Teaching Camp 2013.

"Online Learning Methodology", presented at Teaching Camp, Local, Sponsored by University of Arkansas TFSC, Accepted. (August 6, 2013).

Sharing experiences from blended and online delivery courses, emphasizing a "no compromise" approach to developing and teaching online while recognizing the strengths and limitations of online delivery.

"Flash Talk - Research and Panel Discussion", presented at Women in IT Conference, National, Sponsored by University of Arkansas Information Technology Research Institute, Invited. (March 8, 2013).

Participated in the Flash Talk portion of the Conference - presenting research regarding workforce readiness and dissertation research related to our ISYS Program students. Also participated as a panelist on the Panel Discussion related to Innovation.

"Pen & Paper/iPad/Smart Phone", presented at Teaching and Faculty Support Center Winter Teaching Symposium, Local, Invited. (January 10, 2013).

A pedagogy-to-technology stance by identifying four key things to accomplish in classes (promote academic integrity; build a community of learners; encourage engagement; and improve motivation/interest). Within each of these areas identification of a few key steps/practices are presented. Methods/actions and a list of supporting technologies are identified. Pedagogy is tracked to show how the steps, methods, and tools can work together to enhance the learning environment.

"Teaching Honors and High Achieving Students", presented at Wally Cordes Teaching and Faculty Support Center Teaching Camp, Local, Sponsored by Wally Cordes Teaching and Faculty Support Center, Invited. (July 31, 2012).

The presentation discussed characteristics of honors and high achieving students as well as methodologies for working with mixed classes.

"Enhancing the Learning Environment - There's an App for That!", presented at Wally Cordes Teaching and Faculty Support Center Teaching Camp, Local, Sponsored by Wally Cordes Teaching and Faculty Support Center, Invited. (August 2, 2011).

A pedagogy-to-technology stance by identifying four key things to accomplish in classes (promote academic integrity; build a community of learners; encourage engagement; and improve motivation/interest). Within each of these areas identification of a few key steps/practices are presented. Methods/actions and a list of supporting technologies are identified. Pedagogy is

tracked to show how the steps, methods, and tools can work together to enhance the learning environment.

"ERPsim Distribution Game with Guest Faculty", presented at ConocoPhillips Guest Faculty - ERPsim Distribution Game, Regional, Sponsored by ISYS Dept, Invited. (July 16, 2010).  
I assisted Mary Dunaway with facilitating the ERPsim Distribution Game to Regional Faculty members visiting during the ConocoPhillips ERPsim Training.

## **SERVICE**

### **University Service**

#### **College/School**

Committee Member, Sam M. Walton College of Business Scholarship Committee. (February 2018 - Present).

Review Walton College scholarship applications and assist with selection.

Walton Card Campaign Volunteer. (February 2018 - Present).

Assist the Walton College by writing personal letters to our prospective students who have been admitted to Walton College for the Fall 2018 semester. The purpose is to show students and their families that our faculty and staff are genuinely interested in their success at the U of A and at Walton.

Committee Member, Student Scholarship Committee. (August 2017 - Present).

Committee Member, Schedule of Classes Subcommittee. (January 2016 - Present).

The scheduling of classes process is discussed, input is given to the administration, and improvements are put into place.

Committee Member, Degree Completion/Retention Task Force. (October 2015 - Present).

The charge to the Task Force is to

1. review/enhance Freshman Business Connections with the goal of enhancing Walton business students preparation and readiness to be successful in a Walton degree program (and, as a consequence enhance retention) and
2. review Walton College Degree Completion/Retention with the goal of developing a plan for enhancing completion and retention.

Student Recruiter, University of Arkansas Athletics Recruiting. (September 2013 - Present).

Meet with prospective University of Arkansas athletes and their families to present the Sam M. Walton College of Business offerings and to help recruit student athletes to the Walton College and University of Arkansas.

Co-Coordinator, Technology Awareness Program (TAP). (January 2003 - Present).

As co-coordinator with Ms. Beverly Hodges-McDaniel, we developed the program from the instructional perspective. Also, assistance is given to the ITRI and Office of Diversity and Inclusion to help coordinate speakers and program schedule.

Volunteer Participant, Help-A-Hog. (August 2002 - Present).

Provide information to students on the first couple of days of the Fall and Spring Semesters

Committee Member, ITRI Task Force. (July 2017 - October 2018).

Faculty Advisor, Walton College New Student Orientation 2018. (June 2018 - August 2018).

Meet with incoming freshman to advise what classes to take for the Fall semester and answer any questions the incoming students may have.

Attendee, Graduation, Sam M. Walton College of Business Commencement. (May 2018).  
Represented the Information Systems Department and the Walton College at the May 2018 Commencement. Served as Marshall.

Attendee, Award Ceremony, Walton College Honors Awards Banquet. (April 2018).

Attendee, Information Systems Department and Information Technology Research Institute (ITRI). (February 2018).

Meeting to discuss future events and strategic initiatives for both the department and the ITRI.

Attendee, Graduation, Sam M. Walton College of Business Commencement. (May 2017).  
Represented the Information Systems Department and the Walton College at the May 2017 Commencement. Served as Marshall.

Attendee, Award Ceremony, Walton College Awards Banquet. (April 2017).

Guest Speaker, Walton Workshops. (August 2016).

Presented information to freshman students at the Walton Workshops in regards to the ISYS 1120 and ISYS 1123 to help them get started with the class and to be successful in the course.

Faculty Advisor, Walton College New Student Orientation 2016. (June 2016 - August 2016).  
Meet with incoming freshman to advise what classes to take for the Fall semester and answer any questions the incoming students may have.

Attendee, Graduation, May 2016 Commencement. (May 2016).  
Represented the Information Systems Department and the Walton College at the May 2016 Commencement. Served as Marshall.

Committee Member, Fleischer Scholars Committee. (April 2016).  
Help to identify Fleischer Scholars and explore ways of marketing the Program

Attendee, Graduation, Fall 2015 Commencement. (December 2015).  
Represented the Information Systems Department and the Walton College at the Fall 2015 Commencement.

Member, Walton College Student Leadership Award Committee. (August 2004 - April 2014).

Guest Speaker, Alpha Kappa Psi. (March 2013).

Presented information on the Information Systems Program, the offerings, the types of jobs available, and the trends. Questions were also answered during the session.

Committee Member, Walton College Special Events Committee. (July 2011 - June 2012).  
As a member of the committee, I help to plan the special events the College hosts such as the Welcome Back Block Party and the Holiday Party.

Attendee, Meeting, Adjunct/Instructors Sub Committee. (May 2010 - December 2010).  
To participate in researching, discussing and implementing a broad array of best practices that will make the adjunct/instructor experience at the Walton College more meaningful, enjoyable and inclusive.

### **Department**

Committee Member, Diversity and Inclusion Task Force. (March 2019 - Present).  
Define goals and strategies for Diversity and Inclusion within the department and for the Walton College.



Advisory Board Member, Northwest Arkansas Community College Advisory Board. (April 2018 - Present).

Committee Member, Clinical Assistant Professor Search Committee. (October 2017 - Present).  
Clinical Assistant Professor Search for the Information Systems Department.

Student Org Advisor (Non-Professional Org), Upsilon Alpha Chapter of Alpha Iota Delta. (April 2017 - Present).

I serve as Faculty Advisor for the Alpha Iota Delta Honorary Society.

Committee Member, ISYS FBC Video Creation Team. (December 2014 - Present).

Working with Jim Goodlander and Rajiv Sabherwal to create the ISYS Departmental promotional video for the Freshman Business Connections (FBC) classes.

Committee Member, Girls In IT Event Planning Committee. (August 2013 - Present).

Created, developed, and implemented the first Girls In IT event to assist with recruiting females into the Information Systems field. Developed the event project with Dr. Christina Serrano.

Committee Member, Springdale High School Information Technology Academy Board. (March 2013 - Present).

The advisory board will be comprised of business people and academia in our community who work in fields closely tied to the curriculum we teach. The responsibilities of the board members include: bi-annual meetings; and, willingness to provide input and advice. Input regarding post-secondary education preparation, workforce readiness, and soft skills is requested and most importantly, input from the perspective of the Information Technology is key.

Committee Member, Har-Ber High School Business & Marketing Technology Advisory Board. (January 2013 - Present).

The advisory board will be comprised of business people and academia in our community who work in fields closely tied to the curriculum we teach. The responsibilities of the board members include: bi-annual meetings; and, willingness to provide input and advice. Input regarding post-secondary education preparation, workforce readiness, and soft skills is requested and most importantly, input from the perspective of the Information Technology is key.

Committee Member, ISYS Course Scheduling Committee. (2013 - Present).

An informal committee consisting of Drs. Sabherwal, Cronan and Keiffer, Professor Mullins, Alice Frizzell, and myself to plan course scheduling at the undergraduate, masters, and doctoral levels.

Co-Chair, ISYS Undergraduate Program Committee. (December 2012 - Present).

The purpose of the committee is to address undergraduate curriculum issues and discuss strategic planning.

Committee Member, ISYS Scholarship Committee. (May 2011 - Present).

As a member of this committee, I help make recommendations and decisions as to what student should be awarded an ISYS Departmental scholarship.

Attendee, Award Ceremony, Beta Gamma Sigma Banquet. (March 2019).

Attended the Beta Gamma Sigma Banquet to support Information Systems undergraduate and graduate students and to represent the Information Systems Department.

Chair, Daniel Ferritor Award Task Force Committee. (October 2018 - December 2018).

Committee is responsible for completing Ferritor Award application on behalf of the Information Systems Department.

Attendee, Information Technology Research Institute (ITRI) Fall Advisory Board Meeting. (November 2018).

Representing the Information Systems Department at the ITRI Advisory Board Meeting. Gain insights from our business partners to assist with our undergraduate and graduate programs.

Attendee and Guest Speaker, Arkansas Academy of Computing (AAOC) Annual Meeting. (November 2018).  
Presented a report of the Information Systems Department to the AAOC Board Members

Coach, ERPsim International Competition Coach. (June 2018).  
Professor Jeff Mullins and I co-coach the University of Arkansas ERPsim International Competition team. We help prepare the team, coordinate practices, and complete competition day event logistics.

Attendee, Business Analytics Graduate Certificate Ceremony. (April 2018).

Attendee, Information Technology Research Institute (ITRI) Spring Advisory Board Meeting. (March 2018).  
Representing the Information Systems Department at the ITRI Advisory Board Meeting. Gain insights from our business partners to assist with our undergraduate and graduate programs.

Attendee, Award Ceremony, Beta Gamma Sigma Banquet. (March 2018).  
Attended the Beta Gamma Sigma Banquet to support Information Systems undergraduate and graduate students and to represent the Information Systems Department.

Committee Member, NTTTT Peer Review Committee. (February 2015 - January 2018).  
Member of the NTTTT Peer Review Committee for the Annual Faculty Performance Review (AFPR) process.

Co-Chair, Instructor 2017 Search. (April 2017 - July 2017).  
Responsible for facilitating Instructor Search.

Coach, ERPsim International Competition Coach. (June 2017).  
Mr. Jeff Mullins and I co-coach the University of Arkansas ERPsim International Competition team. We help prepare the team, coordinate practices, and complete competition day event logistics.

Coach, Assisted Dr. Christina Serrano with the online ISYS 4213 Class as a Team Coach. (March 2017 - May 2017).  
I assisted Dr. Serrano with the setup of the synchronous ERPSim sessions and as acting as one of the team's coach.

Attendee, Award Ceremony, Beta Gamma Sigma Banquet. (March 2017).  
Attended the Beta Gamma Sigma Banquet to support Information Systems undergraduate and graduate students and to represent the Information Systems Department. Additional was invited to attend by Ms. Miranda Corwin

Guest Speaker, Business Living Learning Community. (March 2017).  
Invited to be a part of a Q & A Panel of Professors for the Business Living Learning Community. Representing and answering questions on behalf of the Department of Information Systems.

Committee Chair, Information Systems Department Instructors Search. (July 2016 - November 2016).  
Responsible for facilitating the two Instructors search.

Committee Chair, Instructors Search Committee. (July 2016 - November 2016).  
Two Instructor Search for the Information Systems Department - one for introduction Information Systems classes including the computer competency courses and one for upper level Information Systems classes.

Attendee, Meeting, ITRI Fall Advisory Board Meeting. (September 2016).

Attended the Fall ITRI Advisory Board Meeting. At the meeting industry perspective was gathered and departmental/college information was disseminated.

Coach, Assisted Dr. Christina Serrano with the online ISYS 4213 Class as a Team Coach. (February 2016 - May 2016).

I assisted Dr. Serrano with the setup of the synchronous ERPSim sessions and as acting as one of the team's coach.

Attendee, Graduation, Spring 2015 Commencement. (May 2015).

Attended Sam M. Walton College of Business Spring 2015 Commencement and served as an ISYS Department Marshall.

Committee Member, Clinical Assistant Professor Search Committee. (October 2014 - April 2015).

Member of the search committee to identify a new Clinical Assistant Professor for the Business Analytics area of teaching.

Attendee, Award Ceremony, Beta Gamma Sigma Banquet. (March 2015).

Attended the Beta Gamma Sigma Banquet to support Information Systems undergraduate and graduate students and to represent the Information Systems Department.

Attendee, Graduation, May 2014 Commencement. (May 2014).

Attended Sam M. Walton College of Business Spring 2014 Commencement and served as an ISYS Department Marshall.

Coach, ERPSim International Competition Coach. (April 2014 - May 2014).

Mr. Jeff Mullins and I co-coach the University of Arkansas ERPSim International Competition team. We help prepare the team, coordinate practices, and complete competition day event logistics.

Coach, ERPSim International Competition Coach. (June 2013).

Mr. Jeff Mullins and I co-coach the University of Arkansas ERPSim International Competition team. We help prepare the team, coordinate practices, and complete competition day event logistics.

Committee Member, Annual Performance Evaluation Peer Review Committee. (October 2010 - December 2012).

Help with the review of non-tenure track colleagues' performances for the year.

Attendee, Meeting, Research Committee. (August 2007 - June 2011).

Research is a departmental initiative that our Department Chair has requested we work on throughout the year. I have been appointed to the Research Committee

Committee Member, Department Chair Search Committee. (September 2010 - May 2011).

Help with the facilitation of the Department Chair Search process.

Volunteer, IT Day. (March 2011).

Volunteered to help with the IT Day event.

Volunteer, IT Day. (April 2010).

Volunteered to help with the IT Day event.

### **Student Organization**

Student Org Advisor (Non-Professional Org), Phi Mu Fraternity. (August 2013 - Present).

Faculty Advisor for the Phi Mu Fraternity on campus. I am to assist with chapter development of academic excellence and advising for the ladies of the Phi Mu Fraternity.

Student Org Advisor (Professional Org), Association for Information Systems (AIS). (August 2008 - Present).

AIS is a registered student organization for Information Technology students. As faculty advisor, the charge is to assist the AISchapter in planning, organizing, and conducting chapter programs and business. Meetings are held monthly and Leadership Team meetings are weekly.

Student Org Advisor (Non-Professional Org), Student Leaders Impacting Communities (SLIC). (August 2014 - May 2017).

I serve as faculty advisor for the SLIC organization. The purpose of the student organization is to provide community service.

Student Org Advisor (Professional Org), Enactus (formerly Students In Free Enterprise (SIFE)). (July 2004 - October 2014).

Enactus is a registered student organization at the University of Arkansas. As a faculty advisor, the charge is to assist the SIFE team in planning, organizing, and conducting team projects, programs, and business. Meetings are held weekly (Leadership Team Meeting and Member Meetings on Wednesdays)

## **University**

Attendee, Meeting, University of Arkansas General Education Curriculum Committee. (July 2015 - Present).

Establishes the objectives of the general education core curriculum for the Fayetteville campus; reviews courses requested by the college faculties to be added to the state-approved list of courses and recommends additions and deletions from that list; reviews the performance of UA students on the Rising Junior Exam and other assessments of achievement in general education in relation to the core to assess educational needs; and explores alternative ways to satisfy core curriculum objectives. The Committee monitors the effectiveness of the general education core curriculum to detect the need for, or possibility of, variances and undertakes other duties as required to ensure that the core meets the needs of this campus and its students.

Attendee, Teaching Academy. (December 2018).

University of Arkansas Teaching Academy Annual Induction Banquet

Volunteer, Blockchain Hackathon Event. (September 2018).

Help with coordination of volunteers, check-in, and competition.

Committee Member, University of Arkansas Academic Advising Council. (December 2014 - September 2018).

Help with determining University advising guidelines. Help with the development of programs to help with students' academic success.

Committee Member, Associate CIO Search Committee. (January 2016 - May 2016).

Participate in the Associate CIO for Academic Technologies and Shared Services Search process. Review applications, attend meetings, and make a recommendation for the hire.

Committee Member, University of Arkansas Faculty Senate Teaching Council. (July 2012 - June 2015).

The Teaching Council devises policies and procedures to protect and improve the quality of teaching at the institution and serves as an advisory body for the Teaching and Faculty Support Center. Issues may be referred to the committee by the Chair of the Faculty, the Chair of the Faculty Senate, the President of the Associated Student Government, the Chair of the Campus Council, the Vice Chancellor for Academic Affairs, or the Chancellor. The Council reports to the Chair of the Faculty Senate and is advisory to the Vice Chancellor for Academic Affairs.

Attendee, Meeting, Computing Activities Council Classroom Technology Subcommittee. (December 2014 - May 2015).

To assess the current state of classroom technology across the University of Arkansas campus including technology for distance education and the scheduling system used to assign classrooms,

and to make a recommendation for the management, ownership, financing and continuous improvement of classroom technology to meet faculty, staff and student needs.

Guest Speaker, Wally Cordes Teaching and Faculty Support Center. (May 2014).  
Presenter at the University of Arkansas Dead Day Symposium. Presented the "Pen & Paper/iPad/Smart Phone" break out session with Jeff Mullins.

Faculty Mentor, Wally Cordes Teaching and Faculty Support Center. (April 2014).  
Invited to serve as Faculty Mentor for the Faculty Enrichment Series - Teaching and Technology in the 21st Century.

Committee Member, University of Arkansas Academic Advising Council. (July 2012 - June 2013).  
Help with determining University advising guidelines. Help with the development of programs to help with students' academic success.

Attendee, Meeting, Enrollment Advisory Committee. (October 2011 - June 2013).  
The Enrollment Advisory Committee functions as an advisory group for the Division of Enrollment. The committee is charged with assessing and advising on processes connected with enrollment including recruitment (strategic recruitment and communications plans, materials, data, growth), registration (priority registration, the schedule of classes, classroom assignments, academic action, graduation), financial aid (packaging schedules, verifications, scholarships, disbursements), and retention. The group will also provide assistance in the coordination and implementation of academic information systems.

Committee Chair, University of Arkansas Academic Advising Council. (November 2009 - June 2012).  
Help with determining University advising guidelines. Help with the development of programs to help with students' academic success.

Council Vice Chair, SIFE USA Faculty Advisory Council. (August 2009 - May 2012).  
I am one of sixteen faculty members in the United States to serve on the Council. We play an advisory role to SIFE USA Headquarters to guidelines, policies, new programs, and program development. As of May 11, 2010, I am now serving as Vice Chair for the Committee.

Committee Chair, University of Arkansas Calendar Committee. (August 2008 - June 2011).  
As a member of the committee I help in the planning and decision-making process for the University of Arkansas calendar. Became Vice Chair for the 2009-2010 academic year. Serving as Chair for the 2010-2011 academic year.

## **Professional Service**

AIS Student Leadership Conference Blockchain Track Final Round Judge, AIS Student Leadership Conference. (April 2018).  
Judge a Blockchain Final Round Competition during the AIS Student Chapter Leadership Conference.  
Conference Track Final Round Judge, AIS Student Leadership Conference. (April 2015).  
Judge a IT Security Final Round Competition during the AIS Student Chapter Leadership Conference.  
Conference Track Final Round Judge, AIS Student Leadership Conference. (April 2013).  
Judge a Systems Analysis and Design Final Round Competition during the AIS Student Chapter Leadership Conference (<http://scweb.aisnet.org/>) taking place together with the 2013 Wal-Mart IT Summit

## **Public Service**

Judge, Kappa Delta Pi International Honorary Society in Education Scholarship Selection Committee, Indianapolis, IN. (April 2018 - Present).

Review scholarship applications for the Kappa Delta Pi 2018 year.

Board Member, Alpha Iota Delta, Detroit, MI. (November 2017 - Present).  
Serve as Vice President of Chapter Relations

Attendee, Meeting, Rogers New Tech High School CTE Business Advisory Council. (November 2013 - Present).

As an advisory council member I serve to represent the University of Arkansas and specifically the Information Systems Department. Serving on the Council develops the relationship between the University, the Rogers New Tech High School, and business leaders.

Member of Professional Organization, Alpha Beta Phi Mu Alumnae Advisory Council. (August 2012 - Present).

Member of Professional Organization, Alpha Beta Phi Mu Alumnae Chapter Association. (September 2005 - Present).

Guest Speaker, Americas' SAP Users' Group (ASUG), Tulsa, OK. (October 2018).  
Presented with Dr. Ron Freeze at the Fall 2018 ASUG Oklahoma Chapters meeting. Presented information about the department's ERP Program.

Guest Speaker, National Center for Women in IT (NCWIT) Aspirations in Computing Award Dinner. (April 2018).

Introduced four NCWIT Award Winners and provided closing remarks for the ceremony.

Guest Speaker, National Center for Women in IT (NCWIT) Aspirations in Computing Award Dinner. (April 2017).

Introduced five NCWIT Award Winners and provided closing remarks for the ceremony.

Guest Speaker, Women in IT Conference. (April 2017).

Moderator for the Panel Discussion: Progress - Putting Theory Into Practice and provided Closing Remarks for the Conference

Guest Speaker, IT Day. (March 2017).

Assisted ITRI with the delivery of the IT Day at Newport, Arkansas. Participated as Moderator for Panel Discussion, Co-Presenter of the Mini-Project with Dr. Christina Serrano, and provided Closing Remarks.

Guest Speaker, NCWIT - National Center for Women & Information Technology. (April 2016).  
NCWIT had an awards ceremony called Aspirations in Computing. I was asked to provide closing remarks for the ceremony

Guest Speaker, Women in IT Conference Guest Speaker. (April 2016).

Provided an in-progress research presentation as part of the Conference.

Guest Speaker, NCWIT - National Center for Women & Information Technology. (April 2015).  
NCWIT had an awards ceremony called Aspirations in Computing. I was asked to provide closing remarks for the ceremony

Committee Member, NCWIT - National Center for Women & Information Technology Award Selection Committee. (December 2013).

I was asked to review NCWIT Aspirations in Computing applications to assist with the selection of the award winners.

Guest Speaker, NCWIT - National Center for Women & Information Technology. (March 2013).

NCWIT had an awards ceremony called Aspirations in Computing. I was asked to introduce and present the bio of one of the award winners.

## Service Honors and Awards

### Service, University

- Sam M. Walton College of Business Excellence in Service Award, Sam M. Walton College of Business, Service, University, (2015).
- Sam M. Walton College of Business Innovation Award, Sam M. Walton College of Business, Service, University, (2014).
- The Information Systems Department received the WCOB Innovation Award for the academic year. Enactus Regional Champions, Enactus World Headquarters, Service, University, (2013).
- University of Arkansas Enactus Team named Regional Champions at the 2013 Enactus Regional Competition held in Dallas, TX.
- Outstanding Mentor 2013, University of Arkansas, Service, University, (2013).
- University of Arkansas Office of Nationally Competitive Awards Reception recognizing Outstanding Mentors and Students for Enactus Regional Competition Win.
- Silver Spoon Award - Enactus World Headquarters and Campbell's Let's Can Hunger Challenge, Campbell Soup Company and Enactus World Headquarters, Service, University, (2013).
- Enactus Team received the Silver Spoon Award for the Let's Can Hunger Challenge Competition by collecting over 5,000 pounds of food items for the Full Circle Pantry and NWA Food Bank.
- Silver Spoon Award - SIFE World Headquarters and Campbell's Let's Can Hunger Challenge, Campbell's Foods and SIFE World Headquarters, Service, University, (2012).
- SIFE Team received the Silver Spoon Award for the Let's Can Hunger Challenge Competition by collecting over 5,000 pounds of food items for the NWA Food Bank.
- Outstanding Mentor 2011, University of Arkansas, Service, University, (2011).
- University of Arkansas Office of Nationally Competitive Awards Reception recognizing Outstanding Mentors and Students for SIFE.
- Sam's Club Environmental Sustainability Challenge Students In Free Enterprise Finalist, Sam's Club and Students In Free Enterprise USA, Service, University, (2011).
- The University of Arkansas Students In Free Enterprise was named a top 8 finalist in the United States for the Sam's Club Environmental Sustainability Challenge.
- Sam's Club Environmental Sustainability Challenge Students In Free Enterprise People's Choice Award, Sam's Club and Students In Free Enterprise USA, Service, University, (2011).
- Sam's Club Associates voted the University of Arkansas Students In Free Enterprise as the People's Choice for the Sam's Club Environmental Sustainability Challenge.
- 1st Place - SIFE World Headquarters and Campbell's Let's Can Hunger Challenge Regional Competition, Campbell's Foods and SIFE World Headquarters, Service, University, (2010).
- SIFE Team named winner of the Regional Competition Let's Can Hunger Challenge Competition by collecting over 8,000 pounds of food items for the NWA Food Bank
- Finalist - SIFE World Headquarters Sustainability Individual Competition, Waste Management, Service, University, (2010).
- Named a top 20 finalist in the Waste Management Environmental Sustainability Individual Topic Competition
- Outstanding Mentor 2010, University of Arkansas, Service, University, (2010).
- University of Arkansas Office of Nationally Competitive Awards Reception recognizing Outstanding Mentors and Students - For SIFE and Honors Thesis SURF Grant
- SIFE National Exposition League - Second Runner Up, SIFE World Headquarters, Service, University, (2010).
- University of Arkansas SIFE Team placed 2nd runner up in their league at the 2010 SIFE National Exposition (in the top 10% in the United States).
- SIFE Regional Champions, SIFE World Headquarters, Service, University, (2010).
- University of Arkansas SIFE Team named Regional Champions at the 2010 SIFE Regional Competition held in Dallas, TX.
- Third Place in the United States - SIFE World Headquarters Sustainability Individual Competition, Waste Management, Service, University, (2010).
- Named Third Place Winner in the Waste Management Environmental Sustainability Individual Topic Competition for the United States

Top 20 in the Nation - SIFE World Headquarters and Campbell's Let's Can Hunger Challenge, Campbell's Foods and SIFE World Headquarters, Service, University, (2010).  
SIFE Team named in the Top 20 for the Let's Can Hunger Challenge Competition by collecting over 12,000 pounds of food items for the NWA Food Bank

**Other**

Association for Information Systems (AIS) Outstanding Chapter Award, Association for Information Systems (AIS), International, (2018).

The Outstanding Chapter Award is given to chapters who have shown excellence in at least three areas of chapter activities.



## **Michael Crawley**

University of Arkansas

Accounting

WCOB 454

Qualifications: Scholarly Academic

Sufficiency: Participating

Phone: (479)-575-6132

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### **Education**

PhD, The McCombs School of Business, University of Texas at Austin, Austin, TX, 2010.

Emphasis/major: Accounting

Dissertation Title: Macroeconomic Consequences of Accounting: The Effect of Accounting Conservatism on Macroeconomic Indicators and the Money Supply

BS, The Kelley School of Business, Indiana University, Bloomington, IN, 2002.

Emphasis/major: Accounting

MBA, The Kelley School of Business, Indiana University, Bloomington, IN, 2002.

Emphasis/major: Accounting

### **Professional Licenses and Certifications**

Certified Public Accountant, Indiana State CPA Society. (2002 - Present).

Inactive

## **WORK EXPERIENCE**

### **Professional Positions**

#### **Academic - Post-Secondary**

Academic - Post-Secondary, Assistant Professor of Accounting, Indiana University. (June 1, 2010 - May 31, 2016).

Courses taught: Intermediate Financial Accounting I

### **Teaching Experience**

#### **University of Arkansas**

ACCT 3753 - INTERMEDIATE ACCT II, 8 terms.

ACCT 5463 - FINANCIAL STATEMENT ANALYSIS, 1 term.

WCOB 4993H - HONORS THESIS, 1 term.

### **Non-Credit Instruction Taught**

(March 2018).

I served as a guest lecturer in ACCT 6133 (Accounting Research Seminar II) in Spring 2018. I led first and second year doctoral students in a discussion of research in the intersection of accounting and macroeconomics.

(October 2017).

Guest lecture for Jason Fowler's ACCT 3723 (Intermediate Accounting I) class

## **Professional Development**

Conference Attendance, "2018 American Accounting Association Annual Meeting," American Accounting Association, National Harbor, MD, United States. (August 2018).

Discussed "Contagious Stock Price Crashes"

Conference Attendance, "2018 Center for Accounting Research and Education Conference," Center for Accounting Research and Education, Leesburg, VA, United States. (May 2018).

Conference Attendance, "2018 Oklahoma State University Accounting Research Conference," Oklahoma State University, Stillwater, OK, United States. (April 2018).

Presentation of "The Impact of Linguistic Distance and Financial Reporting Readability on Foreign Holdings of U.S. Stocks"

Conference Attendance, "2018 Financial Accounting and Reporting Section Midyear Meeting," American Accounting Association, Austin, TX, United States. (January 2018).

Conference Attendance, "Central Banking Series: Location Matters in a Global Economy," Global Interdependence Center, Fayetteville, AR. (November 2017).

Conference Attendance, "2017 Financial Accounting and Reporting Section Midyear Meeting," American Accounting Association, Charlotte, NC. (January 2017).

Discussion of "Real and Accounting Effects of Mandatory Derivative Disclosures"

Conference Attendance, "American Accounting Association - Financial Accounting and Reporting Section Mid-Year Meeting," American Accounting Association, Newport Beach, CA. (2016).

Seminar, "U. of A. Teaching and Faculty Support Center." (2016).

Attended teaching seminar conducted by U. of A. Teaching and Faculty Support Center (TFSC)

Conference Attendance, "American Accounting Association - Financial Accounting and Reporting Section Mid-Year Meeting," American Accounting Association, Nashville, TN. (2015).

Conference Attendance, "American Accounting Association Annual Meeting," American Accounting Association, Chicago, IL. (2015).

Discussion of "On the Association Between Stock Returns and GDP Growth Forecast Errors: Implications for Interdisciplinary Capital Markets Research in Accounting"

Conference Attendance, "European Accounting Association Annual Congress," European Accounting Association, Glasgow, Scotland. (2015).

Conference Attendance, "International Conference of the Restructuring of the Global Economy," Academy of Business and Retail Management, Rome, Italy. (2015).

Conference Attendance, "American Accounting Association Annual Meeting," American Accounting Association, Anaheim, CA. (2013).

Discussion of "The Role of Non-Financial Measures in Management Forecasts"

Conference Attendance, "Accounting Ph.D. Rookie Recruiting and Research Camp," University of Miami, Coral Gables, FL. (2012).

Conference Attendance, "American Accounting Association Annual Meeting," American Accounting Association, , D.C, WA. (2012).

Conference Attendance, "University of Texas Research Conference," University of Texas, Austin, TX. (2012).

Conference Attendance, "American Accounting Association - Financial Accounting and Reporting Section Mid-Year Meeting," American Accounting Association, Tampa, FL. (2011).

Conference Attendance, "American Accounting Association Annual Meeting," American Accounting Association, Denver, CO. (2011).

Conference Attendance, "American Accounting Association New Faculty Consortium," American Accounting Association, Leesburg, VA. (2011).

Conference Attendance, "Conference on Financial Economics and Accounting," Conference on Financial Economics and Accounting, Bloomington, IN. (2011).

Discussion of "Earnings Announcements and Attention Constraints: The Role of Market Design"

Conference Attendance, "Midwest Summer Research Conference," University of Notre Dame, South Bend, IN. (2011).

Conference Attendance, "University of Texas Spring Conference," University of Texas, Austin, TX. (2011).

Conference Attendance, "American Accounting Association - Financial Accounting and Reporting Section Mid-Year Meeting," American Accounting Association, San Diego, CA. (2010).

Conference Attendance, "American Accounting Association Annual Meeting," American Accounting Association, San Francisco, CA. (2010).

## **Teaching Honors and Awards**

Indiana University Trustee Teaching Award (Nomination), Indiana University, Teaching, (2015).  
Nominated for university-level teaching award

Indiana University Trustee Teaching Award (Nomination), Indiana University, Teaching, (2014).  
Nominated for university-level teaching award

## **RESEARCH**

### **Editorial Activities**

"The Usefulness of Negative Aggregate Earnings Changes in Predicting Future Gross Domestic Product Growth", Review of Accounting Studies, Ad Hoc Reviewer. (2016 - Present).

"Reviewed 1 paper(s) for acceptance to American Accounting Association - Financial Accounting and Reporting Section Midyear Meeting", American Accounting Association - Financial Accounting and Reporting Section Midyear Meeting, Ad Hoc Reviewer. (2019).

"Reviewed 1 paper(s) for acceptance to American Accounting Association - Financial Accounting and Reporting Section Midyear Meeting", American Accounting Association - Financial Accounting and Reporting Section Midyear Meeting, Ad Hoc Reviewer. (2018).

"Reviewed 1 paper(s) for acceptance to American Accounting Association - Financial Accounting and Reporting Section Midyear Meeting", American Accounting Association - Financial Accounting and Reporting Section Midyear Meeting, Ad Hoc Reviewer. (2017).

- "The Macro Information Content of Overall U.S. Corporate Performance: GAAP Versus NIPA", Management Science, Ad Hoc Reviewer. (December 23, 2015).
- "Revisions to Official Macroeconomic Announcements and Firm-Level Financial Information", Management Science, Ad Hoc Reviewer. (September 5, 2015).
- "Reviewed 1 paper(s) for acceptance to American Accounting Association - Financial Accounting and Reporting Section Midyear Meeting", American Accounting Association - Financial Accounting and Reporting Section Midyear Meeting, Ad Hoc Reviewer. (2014).
- "Reviewed 1 paper(s) for acceptance to American Accounting Association - Financial Accounting and Reporting Section Midyear Meeting", American Accounting Association - Financial Accounting and Reporting Section Midyear Meeting, Ad Hoc Reviewer. (2013).
- "Reviewed 3 paper(s) for acceptance to American Accounting Association Annual Meeting", American Accounting Association Annual Meeting, Ad Hoc Reviewer. (2013).
- "Reviewed 23 paper(s) for acceptance to Conference on Financial Economics and Accounting", Conference on Financial Economics and Accounting, Ad Hoc Reviewer. (2011).

## Presentations Given

- Crawley, M., Allee, K., Anderson, L., American Accounting Association Financial Reporting Section Midyear Meeting, "The Impact of Linguistic Distance and Financial Reporting Readability on Foreign Holdings of U.S. Stocks," Seattle, WA, United States. (2019).
- Crawley, M., American Accounting Association Annual Meeting, "Discussion of "Contagious Stock Price Crashes", " National Harbor, MD, United States. (2018).
- Crawley, M., Allee, K., Anderson, L., Oklahoma State University Accounting Research Conference, "The Impact of Linguistic Distance and Financial Reporting Readability on Foreign Holdings of U.S. Stocks," Stillwater, OK, United States. (2018).
- Crawley, M., Allee, K., Anderson, L., University of Arkansas, "The Impact of Linguistic Distance and Financial Reporting Readability on Foreign Holdings of U.S. Stocks," Fayetteville, AR, United States. (2018).
- Allee, K., Crawley, M., Anderson, L., "The Impact of Linguistic Distance and Financial Reporting Readability on Foreign Holdings of U.S. Stocks.," University of Kansas. (2018).
- Using a sample of 75 countries, we show that foreigners invest less in U.S. stocks when they are from countries with greater linguistic distances and when U.S. financial reports are more difficult to read. This suggests that linguistic distance and financial reporting readability act as significant frictions for foreign investors, even in the U.S. market where foreign investors should have the greatest ability, resources, and economic incentives to overcome language translation and readability issues. Additionally, we show that foreigners invest more in U.S. Treasuries and consume more when facing greater linguistic distance and financial reporting readability difficulties. These results are consistent with a "substitution effect" where foreigners who want to invest in U.S. stocks, but are sufficiently deterred by linguistic distance and financial reporting readability frictions, appear to (1) seek the relative ease of investing in Treasury securities and/or (2) simply invest less and consume more.
- Allee, K., Crawley, M., Anderson, L., "The Impact of Linguistic Distance and Financial Reporting Readability on Foreign Holdings of U.S. Stocks.," Korea Advanced Institute of Science and Technology, South Korea. (2018).
- Using a sample of 75 countries, we show that foreigners invest less in U.S. stocks when they are from countries with greater linguistic distances and when U.S. financial reports are more difficult to read. This suggests that linguistic distance and financial reporting readability act as significant frictions for foreign investors, even in the U.S. market where foreign investors should have the greatest ability,

- resources, and economic incentives to overcome language translation and readability issues. Additionally, we show that foreigners invest more in U.S. Treasuries and consume more when facing greater linguistic distance and financial reporting readability difficulties. These results are consistent with a “substitution effect” where foreigners who want to invest in U.S. stocks, but are sufficiently deterred by linguistic distance and financial reporting readability frictions, appear to (1) seek the relative ease of investing in Treasury securities and/or (2) simply invest less and consume more.
- Allee, K., Crawley, M., Anderson, L., "The Impact of Linguistic Distance and Financial Reporting Readability on Foreign Holdings of U.S. Stocks.," Sungkyunkwan University, South Korea. (2018). Using a sample of 75 countries, we show that foreigners invest less in U.S. stocks when they are from countries with greater linguistic distances and when U.S. financial reports are more difficult to read. This suggests that linguistic distance and financial reporting readability act as significant frictions for foreign investors, even in the U.S. market where foreign investors should have the greatest ability, resources, and economic incentives to overcome language translation and readability issues. Additionally, we show that foreigners invest more in U.S. Treasuries and consume more when facing greater linguistic distance and financial reporting readability difficulties. These results are consistent with a “substitution effect” where foreigners who want to invest in U.S. stocks, but are sufficiently deterred by linguistic distance and financial reporting readability frictions, appear to (1) seek the relative ease of investing in Treasury securities and/or (2) simply invest less and consume more.
- Allee, K., Crawley, M., Anderson, L., "The Impact of Linguistic Distance and Financial Reporting Readability on Foreign Holdings of U.S. Stocks.," University of Essex, United Kingdom. (2018). Using a sample of 75 countries, we show that foreigners invest less in U.S. stocks when they are from countries with greater linguistic distances and when U.S. financial reports are more difficult to read. This suggests that linguistic distance and financial reporting readability act as significant frictions for foreign investors, even in the U.S. market where foreign investors should have the greatest ability, resources, and economic incentives to overcome language translation and readability issues. Additionally, we show that foreigners invest more in U.S. Treasuries and consume more when facing greater linguistic distance and financial reporting readability difficulties. These results are consistent with a “substitution effect” where foreigners who want to invest in U.S. stocks, but are sufficiently deterred by linguistic distance and financial reporting readability frictions, appear to (1) seek the relative ease of investing in Treasury securities and/or (2) simply invest less and consume more.
- Crawley, M., American Accounting Association Financial Accounting and Reporting Section Midyear Meeting, "Discussion of "Real and Accounting Effects of Mandatory Derivative Disclosures"," Charlotte, NC, United States. (2017).
- Crawley, M., American Accounting Association Annual Meeting, "Discussion of "On the Association Between Stock Returns and GDP Growth Forecast Errors: Implications for Interdisciplinary Capital Markets Research in Accounting"," Chicago, IL, United States. (2015).
- Crawley, M., University of Arkansas, "Using the Federal Reserve’s Balance Sheet to Predict Macroeconomic Outcomes and Returns," Fayetteville, AR. (2015).
- Crawley, M., University of Mississippi, "Using the Federal Reserve’s Balance Sheet to Predict Macroeconomic Outcomes and Returns," Oxford, MS. (2015).
- Crawley, M., University of Nevada, "Using the Federal Reserve’s Balance Sheet to Predict Macroeconomic Outcomes and Returns," Reno, NV, United States. (2015).
- Crawley, M., University of Northern Colorado, "Using the Federal Reserve’s Balance Sheet to Predict Macroeconomic Outcomes and Returns," Greeley, CO, United States. (2015).
- Crawley, M., American Accounting Association Annual Meeting, "Discussion of "The Role of Non-Financial Measures in Management Forecasts"," Anaheim, CA, United States. (2013).

- Crawley, M., Conference on Financial Economics and Accounting, "Discussion of "Earnings Announcements and Attention Constraints: The Role of Market Design", " Bloomington, IN, United States. (2011).
- Crawley, M., Dartmouth College, "Macroeconomic Consequences of Accounting: The Effect of Accounting Conservatism on Macroeconomic Indicators and the Money Supply," Hanover, NH. (2010).
- Crawley, M., Indiana University, "Macroeconomic Consequences of Accounting: The Effect of Accounting Conservatism on Macroeconomic Indicators and the Money Supply," Bloomington, IN. (2010).
- Crawley, M., Northwestern University, "Macroeconomic Consequences of Accounting: The Effect of Accounting Conservatism on Macroeconomic Indicators and the Money Supply," Evanston, IL. (2010).
- Crawley, M., Pennsylvania State University, "Macroeconomic Consequences of Accounting: The Effect of Accounting Conservatism on Macroeconomic Indicators and the Money Supply," State College, PA. (2010).
- Crawley, M., Purdue University, "Macroeconomic Consequences of Accounting: The Effect of Accounting Conservatism on Macroeconomic Indicators and the Money Supply," West Lafayette, IN. (2010).
- Crawley, M., University of Florida, "Macroeconomic Consequences of Accounting: The Effect of Accounting Conservatism on Macroeconomic Indicators and the Money Supply," Gainesville, FL. (2010).
- Crawley, M., University of Georgia, "Macroeconomic Consequences of Accounting: The Effect of Accounting Conservatism on Macroeconomic Indicators and the Money Supply," Athens, GA. (2010).
- Crawley, M., University of Houston, "Macroeconomic Consequences of Accounting: The Effect of Accounting Conservatism on Macroeconomic Indicators and the Money Supply," Houston, TX. (2010).
- Crawley, M., University of Michigan, "Macroeconomic Consequences of Accounting: The Effect of Accounting Conservatism on Macroeconomic Indicators and the Money Supply," Ann Arbor, MI. (2010).
- Crawley, M., University of Pennsylvania, "Macroeconomic Consequences of Accounting: The Effect of Accounting Conservatism on Macroeconomic Indicators and the Money Supply," Philadelphia, PA. (2010).
- Crawley, M., University of Utah, "Macroeconomic Consequences of Accounting: The Effect of Accounting Conservatism on Macroeconomic Indicators and the Money Supply," Salt Lake City, UT. (2010).
- Crawley, M., University of Washington, "Macroeconomic Consequences of Accounting: The Effect of Accounting Conservatism on Macroeconomic Indicators and the Money Supply," Seattle, WA. (2010).

## **Publications - Research Related**

### *Journal Article (Working Paper)*

Crawley, M., Ke, B., Yu, Y. "Externalities of Disclosure Regulation: The Case of Regulation FD".  
Preparing for submission to Review of Accounting Studies.

### *Journal Article (Working Paper)*

Crawley, M., Bagnoli, M., Clement, M., Watts, S. "The Relative Profitability of Analysts' Stock Recommendations: What Role Does Investor Sentiment Play?".

*Journal Article (Paper Under Review)*

Crawley, M. "Using the Federal Reserve's Balance Sheet to Predict Macroeconomic Outcomes". Under review at Journal of Accounting Research.

*Journal Article (Paper Under Review)*

Allee, K., Anderson, L., Crawley, M. "The Impact of Linguistic Distance and Financial Reporting Readability on Foreign Holdings of U.S. Stocks". Under review at the Journal of Accounting Research. Using a sample of 75 countries, we show that foreigners invest less in U.S. stocks when they are from countries with greater linguistic distances and when U.S. financial reports are more difficult to read. This suggests that linguistic distance and financial reporting readability act as significant frictions for foreign investors, even in the U.S. market where foreign investors should have the greatest ability, resources, and economic incentives to overcome language translation and readability issues. Additionally, we show that foreigners invest more in U.S. Treasuries and consume more when facing greater linguistic distance and financial reporting readability difficulties. These results are consistent with a "substitution effect" where foreigners who want to invest in U.S. stocks, but are sufficiently deterred by linguistic distance and financial reporting readability frictions, appear to (1) seek the relative ease of investing in Treasury securities and/or (2) simply invest less and consume more.

*Journal Article (Published)*

Crawley, M. "Macroeconomic Consequences of Accounting: The Effect of Accounting Conservatism on Macroeconomic Indicators and the Money Supply". issue3. 2015. 987-1011.

*Journal Article (Published)*

Crawley, M. "Analytics in Empirical/Archival Financial Accounting Research". issue5. 2014. 583-593.

## **SERVICE**

### **University Service**

#### **College/School**

Interaction with Industry, Attend Walton College of Business "Meet the Employers" event. (2016).

Committee Member, Indiana University Kelley School of Business (Academic Misconduct Committee). (2014 - 2015).

Member of panel reviewing appeals of Academic Misconduct cases

#### **Department**

Attend University graduation ceremonies. (2018 - Present).

Attend annual Accounting Banquets. (2017 - Present).

Ph.D. Student Comprehensive Exam grader. (2017 - Present).

Interaction with Industry, Attend Accounting Advisory Board meetings. (2016 - Present).

Ph.D. Student Recruiting (volunteer). (2016 - Present).

Reviewed Ph.D. student applications and interviewed prospective Ph.D. students (office visits and meals)

Attend Masters of Accounting Program Gala event. (2018).

Interaction with Industry, Attend Beta Alpha Psi Bowl-A-Thon. (2018).

Committee Member, Accounting Department Faculty Recruiting Committee. (2017 - 2018).

Review vitas and applications from faculty recruit candidates

Committee Member, Accounting Department Scholarship Committee. (2017 - 2018).

Reviewed students for undergraduate and masters level scholarships

Interaction with Industry, Attend Pricewaterhouse Coopers "Lunch with the Faculty" event. (2017).

Faculty Recruiting, Indiana University Accounting Department (Faculty Recruiting). (2010 - 2015).  
Reviewed faculty applications and interviewed prospective faculty members

Ph.D. Student Recruiting, Indiana University Accounting Department (Ph.D. Student Recruiting).  
(2010 - 2015).

Reviewed Ph.D. student applications and interviewed prospective Ph.D. students

Workshop Series Coordinator, Indiana University Accounting Department (Workshop Series  
Coordinator). (2012 - 2013).

Organized 2012-2013 Accounting Workshop Calendar for Indiana University's Accounting  
Department

Organizer - M.B.A. in Accounting Class of 2002 10-year reunion, Indiana University Graduate  
Accounting Programs. (2012).

### **Student Organization**

Faculty Advisor and Alumni Board Member, Delta Upsilon Fraternity (Indiana University Chapter).  
(2011 - 2015).

### **Public Service**

Volunteer, People and Animal Learning Services, Bloomington, IN. (2011 - 2015).

People and Animal Learning Services (PALS) is a charity organization in Bloomington, IN that  
provides therapeutic horseback riding services for children and adults with physical and mental  
disabilities. My wife and I helped provide food, water, and basic grooming care to the horses.  
We also helped to fundraise for the PALS "Mane Event" charity auction. I also paced a former  
PALS client (a wheelchair athlete) in local 5K and 10K running races.



## **Paul Cronan**

University of Arkansas  
Information Systems  
WCOB 215

Qualifications: Scholarly Academic

Sufficiency: Participating

Phone: (479)-575-6130

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### **Brief Biography**

Dr. Cronan is Professor of Information Systems and holds the M. D. Matthews Chair in Information Systems - cronan@uark.edu. Dr. Cronan received the doctorate degree from Louisiana Tech University and is currently Director of the Master of Information Systems degree program and Co-Director of the University of Arkansas Teaching and Faculty Support Center. In the past he has served as Vice Chair of the Information Systems department.

He is an active member of the Association for Information Systems, the Decision Sciences Institute, and the Association for Computing Machinery. He has served as Regional Vice President and on the Board of Directors of the Decision Sciences Institute and as President of the Southwest Region of the Institute. In addition, in the past he has served as Associate Editor for MIS Quarterly.

His teaching interests include project management and project development, database management, business analytics, and information technology management. His research interests include information systems ethical behavior, academic integrity, user learning, enterprise resource planning, work groups, change management, performance analysis and effectiveness, and end-user computing. Publications have appeared in MIS Quarterly, Decision Sciences, Journal of Business Ethics, Information and Management, OMEGA The International Journal of Management Science, The Journal of Management Information Systems, Communications of the ACM, Journal of Organizational and End User Computing, Database, Journal of Research on Computing in Education, Journal of Financial Research, as well as in other journals and Proceedings of various Conferences.

### **Education**

DBA, Louisiana Tech University, 1979.  
Emphasis/major: IS/Quantitative Analysis/CS

MS, South Dakota State University, 1975.  
Emphasis/major: Economics

BS, University of Southwestern Louisiana, 1972.  
Emphasis/major: Computer Science

## **WORK EXPERIENCE**

### **Professional Positions**

#### **Academic - Post-Secondary**

Academic - Post-Secondary, Professor & M.D. Matthews Chair in Information Systems, University of Arkansas. (August 2011 - Present).

Academic - Post-Secondary, Director, Information Systems Graduate Programs, University of Arkansas. (1997 - Present).

Academic - Post-Secondary, Professor, Information Systems, University of Arkansas. (1986 - Present).

Academic - Post-Secondary, Co-Director, UA Teaching and Faculty Support Center. (August 2011 - August 2014).

Academic - Post-Secondary, Vice Chair, Information Systems Department, University of Arkansas. (April 2006 - August 2010).

## **Teaching Experience**

### **University of Arkansas**

ISYS 4363 - BUS PROJECT DEVELOPMENT, 13 terms.

ISYS 535 - IT INTERNSHIP EXPERIENCE, 4 terms.

ISYS 535V - INTERNSHIP EXPERIENCE, 39 terms.

ISYS 5423 - SEMINAR SYSTEMS DEVELOP, 2 terms.

ISYS 5503 - DEC SUPPORT ANALYTICS, 7 terms.

ISYS 5713 - SEMINAR IN IS TOPICS, 13 terms.

ISYS 5833 - DATA MANAGEMENT SYSTEMS, 4 terms.

ISYS 5933 - GLOBAL IT/ANALYTICS SEMINAR, 6 terms.

ISYS 636V - SPECIAL PROBLEMS, 9 terms.

ISYS 700V - DOCTORAL DISSERTATION, 1 term.

WCOB 3003H - HONORS COLLEGE COLLOQUIUM, 1 term.

WCOB 410 - SPECIAL TOPICS - BUSINESS, 1 term.

WCOB 410V - SPECIAL TOPICS - BUSINESS, 1 term.

WCOB 4993H - HONORS THESIS, 3 terms.

WCOB 510V - SPECIAL TOPICS - BUSINESS, 1 term.

## **Non-Credit Instruction Taught**

True Blue, 30 participants. (May 2014).

Predictive Analytics and Diversity & Inclusion Conference

## **Professional Development**

Re-Appointed Research Chair- Five Years, "M. D. Matthews Chair in Information Systems." (July 2014 - June 2019).

Reviewed by committee and re-appointed for five-year term beginning Fall 2014 thru Fall, 2019

Conference Attendance, "Blockchain Expo Conference," Enterprise Systems, Santa Clara, CA. (November 2017 - December 2017).

Attended Blockchain Expo Conference

"AACSB Analytics Curriculum Development Workshops," AACSB. (January 2017 - December 2017).

As a part of AACSB Curriculum Development Series, worked with AACSB on Data Analytics Summit

Conference Attendance, "Decision Science Institute," Decision Sciences Institute, Washington, DC. (November 2017).

Committees/Presentations -- AACSB Analytics Curricula Development

"Blockchain Hack-a-thon," Enterprise Systems, Fayetteville, AR. (October 2017).

Conference Attendance, "Teradata University Network Board Meeting & Teradata Partners Conference," Teradata University Network, Anaheim, CA. (October 2017).

Workshop Presentation

Conference Attendance, "American Accounting Association," American Accounting Association, San Diego, CA. (August 2017).

Presentations -- AACSB Analytics Curricula Development

Global Immersion Experience for MIS/Professional MIS, "ISYS 5933 Ireland Analytics Global Immersion," Dublin, Ireland & (Frankfurt, Heidelberg, & Munich), Germany. (May 2017 - June 2017).

Analytics Global Immersion Experience in Ireland and Germany (as a component of ISYS 5933)

Hawai'i EPSCoR NSF Grant - External Advisory Board Meeting, "Hawai'i EPSCoR External Advisory Board Meeting," NSF, Honolulu, HI. (April 2017).

NSF Grant External Advisory Board

Conference Attendance, "Southwest Decision Science Institute and Federation of Business Disciplines," Decision Sciences Institute - FBD, Little Rock, AR. (March 2017).

Workshop Presentation

Conference Attendance, "Hawaii International Conference on Social Sciences," Kona, HI. (January 2017). Presented AACSB Analytics Curriculum Development Workshop

"Presented AACSB Analytics Curriculum Development Workshop," AACSB, Tampa, FL. (December 2016).

As a part of AACSB Curriculum Development Series, developed and presented Analytics Curriculum Development Workshop

Curriculum and Course Development, "Business Analytics Track/Minor -- Implemented Curriculum and Course Development." (January 2016 - December 2016).

Implemented/Advised students in Business Analytics Concentration (ISYS major)

Course Requirements in the Major for All Concentrations

ISYS 2263

Introduction to Information Systems

ISYS 3293

Systems Analysis and Design

ISYS 3393

Business Application Development Fundamentals

ISYS 4283

Business Database Systems

ISYS 4363

Business Project Development

WCOB 4213

ERP Fundamentals

Note: These required courses represent a common body of knowledge for all information systems majors. Majors must select one of the following concentrations and must complete six additional hours of coursework in the elected concentration.

(added) Concentration III: Business Analytics

ISYS 4193 Business Analytics & Visualization

ISYS 4293 Business Intelligence

Business Analytics Minor

The Walton College offers an interdisciplinary minor in Business Analytics. Analytics are currently used by many companies for applications ranging from strategic management of day to day operations to customer insights to retail analytics to developing and maintaining a competitive edge. The minor requires completion of 15 hours of study with all of the upper division courses applied toward the minor taken in residence. The 15 hours include:

ISYS 4193 Business Analytics & Visualization (new course)3

ISYS 4293 Business Intelligence 3  
ISYS 4393 Applied Analytics (new course) 3

Select two approved courses 6

Curriculum and Course Development, "Leadership -- Curriculum and Course Development." (January 2016 - December 2016).

Leadership in Teaching/Learning/Curriculum Scholarship –

o (with D. E. Douglas and AACSB Analytics Curriculum Advisory Group) Established and developed an AACSB Analytics Curriculum Workshop. The goal of the Advisory Group is to accelerate the development of AACSB Analytics Curricula with two guiding principles - 1) Analytics Curricula must intersect with practice and 2) the Advisory Group schools should represent diversity in terms of geography and types of programs. The purpose of the Group, working with AACSB, is to be a catalyst in the development of analytics curricula for AACSB schools. The Group members represent a diversity of programs and constituent stake holders which importantly supports input from a broad range of industries. The insights from the various industries are invaluable in ensuring the developed curricula are academically rigorous and also meets the future needs in the workplace. The Work Group has four US universities and four international universities – University of Arkansas, Michigan State University, Arizona State University, North Carolina State University, IESEG France, University College Dublin, National University College of Singapore, Warwick University, and City University of Hong Kong.

o (with D. E. Douglas) Developed IBM, SAP, SAS, Microsoft, and Teradata Gift Proposals - gifts in-kind requested.

o Walton Courses and Programs developed/enhanced –

Developed ISYS 5933 (Global IT/Analytics) Global Immersion Experience in Ireland (Analytics/ERP) and Germany (ERP/Analytics)

Developed ISYS 4193 (Business Analytics and Visualization)

Developed ISYS 4393 (Business Analytics Practicum)

Developed ISYS 599V (Analytics Practicum)

MS, Statistics and Analytics, Business Administration Track – course alignment, coordination, and advising for Fall 2015

• Executive MBA Business Analytics Tracks and Graduate Certificate in Business Analytics

• Global IT/Analytics – initiated the redesign of ISYS 5933 (Global IT) and developed a 10-day Global Immersion experience to introduce students to global technology.

Conference Attendance, "Decision Science Institute," Decision Sciences Institute, Austin, TX. (November 2016).

Panels/Presentations -- AACSB Analytics Curricula Development

Global Immersion Experience for MIS/Professional MIS, "ISYS 5933 Ireland Analytics Global Immersion," Dublin, Ireland. (June 2016).

Analytics Global Immersion Experience in Ireland as a component of ISYS 5933

"Presented AACSB Analytics Curriculum Development Workshop," AACSB, Tampa, FL. (June 2016). As a part of AACSB Curriculum Development Series, developed and presented Analytics Curriculum Development Workshop

"Presented AACSB Analytics Curriculum Development Workshop," AACSB, Amsterdam, via Skype, Netherlands. (April 2016).

As a part of AACSB Curriculum Development Series, developed and presented Analytics Curriculum Development Workshop

Conference Attendance, "2016 Conference on Academic Integrity," IAIC, Albuquerque, NM. (February 2016).

Paper Presentation - Changing AI Attitudes in College Freshmen

Conference Attendance, "SAP Academic Conference for the Americas 2016," SAP, San Diego, CA. (February 2016).

Participated in SAP Workshops - Presentations

Conference Attendance, "Hawaii International Conference on Social Sciences," Kauai, HI. (January 2016). Presented Analytics Resources Workshop

"Presented AACSB Analytics Curriculum Development Workshop," AACSB, Tampa, FL. (January 2016). As a part of AACSB Curriculum Development Series, developed and presented Analytics Curriculum Development Workshop

Conference Attendance, "International Conference on Information Systems," Association of Information Systems, Ft. Worth, TX. (December 2015).

Panels/Presentations -- AACSB Analytics Curricula and Enterprise Systems (Tableau)

Curriculum and Course Development, "Business Analytics Track/Minor -- Curriculum and Course Development." (January 2015 - December 2015).

Fall 2015 – Began/Advised students in Business Analytics Concentration (ISYS major)

Course Requirements in the Major for All Concentrations

ISYS 2263

Introduction to Information Systems

ISYS 3293

Systems Analysis and Design

ISYS 3393

Business Application Development Fundamentals

ISYS 4283

Business Database Systems

ISYS 4363

Business Project Development

WCOB 4213

ERP Fundamentals

Note: These required courses represent a common body of knowledge for all information systems majors.

Majors must select one of the following concentrations and must complete six additional hours of coursework in the elected concentration.

(added) Concentration III: Business Analytics

ISYS 4193 Business Analytics & Visualization

ISYS 4293 Business Intelligence

Business Analytics Minor

The Walton College offers an interdisciplinary minor in Business Analytics. Analytics are currently used by many companies for applications ranging from strategic management of day to day operations to customer insights to retail analytics to developing and maintaining a competitive edge. The minor requires completion of 15 hours of study with all of the upper division courses applied toward the minor taken in residence. The 15 hours include:

ISYS 4193 Business Analytics & Visualization (new course)3

ISYS 4293 Business Intelligence 3

ISYS 4393 Applied Analytics (new course)3

Select two approved courses<sup>6</sup>

Curriculum and Course Development, "Leadership -- Curriculum and Course Development." (January 2015 - December 2015).

Leadership in Teaching/Learning/Curriculum Scholarship –

o(with D. E. Douglas) Established and developed an AACSB Analytics Curriculum Advisory Group. The goal of the Advisory Group is to accelerate the development of AACSB Analytics Curricula with two guiding principles - 1) Analytics Curricula must intersect with practice and 2) the Advisory Group schools should represent diversity in terms of geography and types of programs. The purpose of the Group, working with AACSB, is to be a catalyst in the development of analytics curricula for AACSB schools. The Group members represent a diversity of programs and constituent stake holders which importantly supports input from a broad range of industries. The insights from the various industries are invaluable in ensuring the developed curricula are academically rigorous and also meets the future needs in the workplace. The Work Group has four US universities and four international universities – University of Arkansas, Michigan State University, Arizona State University, North Carolina State University, IESEG France, University College Dublin, National University College of Singapore, Warwick University, and City University of Hong Kong.

o(with Rajiv Sabherwal and D. E. Douglas) SAP Gift Proposal entitled “Enterprise Analytics: 2018 and Beyond – A Partnership Proposal” - \$10.5M requested.

oWalton Courses and Programs developed/enhanced –

Developed ISYS 4193 (Business Analytics and Visualization)

Developed ISYS 4393 (Business Analytics Practicum)

Developed ISYS 599V (Analytics Practicum)

MS, Statistics and Analytics, Business Administration Track – course alignment, coordination, and advising for Fall 2015

•Executive MBA Business Analytics Track and Graduate Certificate in Business Analytics Planning

•Global IT/Analytics – initiated the redesign of ISYS 5933 (Global IT) and developed a 10-day Global Immersion experience to introduce students to global technology.

Conference Attendance, "Decision Science Institute," Decision Sciences Institute, Seattle, WA. (November 2015).

Panels/Presentations -- AACSB Analytics Curricula and Enterprise Systems

"SAS Predictive Analytics - SASEM," SAS Institute, Cary, NC. (July 2015).

SAS Workshop on Predictive Analytics

Conference Attendance, "Canadian ASAC Conference 2015," ASAC, Halifax, Canada. (June 2015).

Presented Enterprise Workshop

Off Campus Duty Assignment Spring 2015, "Off Campus Duty Assignment Spring 2015." (January 2015 - May 2015).

A. “Best Practices’ Academic Integrity Research” - Recent scandals involving cheating by college students have been in the news headlines. Indeed, many sources report that academic dishonesty is commonplace for undergraduates (students self-report as much as 60% have engaged in some form of academic dishonesty). This component of the off campus duty assignment focuses on the development of plans and programs that can reduce and deter academic dishonesty at the university level. Using academic integrity performance and attitudinal data collected over the past few years, research papers based on developed models (using the Theory of Planned Behavior) are used to further

explain academic integrity behavior. From these, recommendations regarding deterring and reducing dishonesty can be available.

B. "Business Analytics/Big Data: Teaching and Research Directions"- Recent developments in business analytics and 'big data' have caused a gap between needed company personnel and business school scholarship in most universities. This gap is a result of the need for functional analytics knowledge (for managers and employees) and the lack of analytics curricula and research in many business schools. Recently, the integration of business analytics and big data concepts into the curriculum was initiated at the University of Arkansas; this off campus duty proposal seeks to further develop and refine curricula using industry experience and research findings. The purpose of this component of the off campus assignment is to develop business analytics curricula (undergraduate & graduate) and explore possible research agendas. The curriculum and research directions plan will be accomplished by visiting select companies who successfully use analytics and select universities that have successfully developed business analytics curricula in these areas.

"SAS Analytics Forum," SAS Institute, Cary, NC. (April 2015).  
SAS Conference on Analytics

Conference Attendance, "Cengage Learning Computer Conference 2015," Cengage, Phoenix, AZ. (March 2015).

Participated in Workshops

Conference Attendance, "Southwest Decision Science Institute and Federation of Business Disciplines,"  
Decision Sciences Institute - FBD, Houston, TX. (March 2015).

Workshop Presentation

Conference Attendance, "2015 Conference on Academic Integrity," IAIC, Vancouver, Canada. (February 2015 - March 2015).

Paper Presentation

"Visited EdX," Boston, MA. (February 2015).

Conference Attendance, "Hawaii International Conference on Social Sciences," Kauai, HI. (January 2015).  
Presented Analytics Workshop

Conference Attendance, "Decision Science Institute," Decision Sciences Institute, Tampa, FL. (November 2014).

Conference Attendance, "Teaching & Faculty Support Center Summer Teaching Camp & Workshop," UA  
Teaching and Faculty Support Center, Fayetteville, AR. (August 2014).

Continuing Education Program, "Baum Teaching Workshop - University of Arkansas," UA Teaching and  
Faculty Support Center, Fayetteville, AR. (August 2014).

Appointed, "Co\_Director, University of Arkansas Teaching and Faculty Support Center," Provost's Office.  
(August 2011 - August 2014).

"SAP HANA Workshop," SAP America, Chico, CA. (June 2014).

"WCET Bootcamp - Building Institutional Readiness for Data Analytics," WCET, Vail, CO. (June 2014).

Re-Appointed Research Chair- Five Years, "M. D. Matthews Chair in Information Systems." (July 2009 -  
June 2014).

Reviewed by committee and re-appointed for five-year term beginning Fall 2009 thru Fall, 2014

Conference Attendance, "Tech3Lab Visit - HEC Montreal," HEC Montreal, Montreal, Canada. (May 2014).

Participated in NeuroIS Workshops - Presentations

Conference Attendance, "SAP Curriculum Conference 2014," SAP, Atlanta, GA. (March 2014).

Participated in SAP Workshops - Presentations

Conference Attendance, "Southwest Decision Science Institute and Federation of Business Disciplines,"  
Decision Sciences Institute - FBD, Dallas, TX. (March 2014).

Conference Attendance, "2014 Conference on Academic Integrity," IAIC, Jacksonville, FL. (February 2014  
- March 2014).

Conference Attendance, "Hawaii International Conference on Social Sciences," Kona, HI. (January 2014).

"SAS Visual Analytics," SAS Institute, Fullerton, CA. (January 2014).

SAS Visual Analytics Workshop

Conference Attendance, "Decision Science Institute," Decision Sciences Institute, Baltimore, MD.  
(November 2013).

Conference Attendance, "International Association of Computer Information Systems (IACIS),"  
International Association of Computer Information Systems (IACIS), San Juan, PR. (October 2013).

Conference Attendance, "Teaching & Faculty Support Center Summer Teaching Camp & Workshop," UA  
Teaching and Faculty Support Center, Fayetteville, AR. (August 2013).

Continuing Education Program, "Baum Teaching Workshop - University of Arkansas," UA Teaching and  
Faculty Support Center, Fayetteville, AR. (August 2013).

"SAP Business Analytics Workshop," SAP America, Milwaukee, WI. (July 2013).

Conference Attendance, "SAP Curriculum Congress 2013," SAP, Milwaukee, WI. (March 2013).

Participated in SAP Workshops - Presentations

Conference Attendance, "Southwest Decision Science Institute and Federation of Business Disciplines,"  
Decision Sciences Institute - FBD, Albuquerque, NM. (March 2013).

"Microsoft Dynamics Workshop," Microsoft, New Orleans, LA. (March 2013).

Conference Attendance, "2013 Conference on Academic Integrity," San Antonio, TX. (February 2013).

Conference Attendance, "Hawaii International Conference on Social Sciences," Maui, HI. (January 2013).

Continuing Education Program, "Baum Teaching Workshop - University of Arkansas," UA Teaching and  
Faculty Support Center, Fayetteville, AR. (August 2012).

Conference Attendance, "SAP Curriculum Congress 2012," SAP, San Antonio, TX. (March 2012).

Participated in SAP Workshops - Presentations

Conference Attendance, "Southwest Decision Science Institute and Federation of Business Disciplines,"  
Decision Sciences Institute - FBD. (February 2012 - March 2012).

Conference Attendance, "Hawaii International Conference on Social Sciences," Maui, HI. (January 2012).

Conference Attendance, "Decision Science Institute," Decision Sciences Institute, Boston, MA. (November  
2011).

Conference Attendance, "Academic Integrity Conference," Toronto, Canada. (October 2011).



Continuing Education Program, "SAS Analytics 2011 Conference," SAS Institute, Orlando, FL. (October 2011).

SAS Business Intelligence and Business Analytics Sessions

Continuing Education Program, "Baum Teaching Workshop - University of Arkansas," UA Teaching and Faculty Support Center, Fayetteville, AR. (August 2011).

Continuing Education Program, "Summer Teaching Camp - University of Arkansas," UA Teaching and Faculty Support Center, Fayetteville, AR. (July 2011 - August 2011).

Conference Attendance, "SAP Curriculum Congress 2011," SAP, Monterrey, CA. (March 2011).

Participated in SAP Workshops - Presentations

Conference Attendance, "Southwest Decision Science Institute and Federation of Business Disciplines," Decision Sciences Institute - FBD, Houston, TX. (March 2011).

Conference Attendance, "Hawaii International Conference on Social Sciences," Kauai, HI. (January 2011).

Conference Attendance, "Business Intelligence Congress," SIGDSS, Teradata University Network, & Association of Information Systems (AIS), St. Louis, MO. (December 2010).

Conference Attendance, "International Conference on Information Systems (ICIS)," Association of Information Systems (AIS), St. Louis, MO. (December 2010).

Conference Attendance, "Decision Science Institute," Decision Sciences Institute, San Diego, CA. (November 2010).

Continuing Education Program, "Baum Teaching Workshop - University of Arkansas," UA Teaching and Faculty Support Center, Fayetteville, AR. (August 2010).

"SAS Advanced Business Analytics," SAS Institute. (July 2010).

SAS Business Intelligence and Business Analytics Workshop

"SAS Enterprise Miner- II," SAS Institute. (July 2010).

SAS Data Mining Workshop

Conference Attendance, "SAP Curriculum Congress 2010," SAP, San Diego, CA. (March 2010).

Participated in SAP Workshops - Presentations

Conference Attendance, "Southwest Decision Science Institute and Federation of Business Disciplines," Decision Sciences Institute - FBD, Dallas, TX. (March 2010).

## **Teaching Honors and Awards**

The Majdi Najm Outstanding Service Award, SAP International, Teaching, (2010).

The Majdi Najm Outstanding Service Award is given annually to an individual or individuals who have provided outstanding service to the SAP University Alliances program. This award recognizes those who have advanced, and continue to advance the use of SAP in education and the classroom. This year, the North America University Alliances team recognizes three individuals for their contributions to the program. The recipients of the 2010 Majdi Najm Outstanding Service award are: Paul Cronan, Christine Clemons Davis and David Douglas, all from the University of Arkansas. The Majdi Najm Outstanding Service Award was established to honor the memory of Dr. Majdi Najm who was the director of the University Competence Center at the University of Missouri. Majdi passed away in 2004. The winners are notable for their collaboration with faculty members from other SAP University Alliances campuses. Since the inception of this award, the honorees chosen have demonstrated a history of leadership in the program, through participation at the SAP Curriculum Congress and

workshop events, development of curriculum content, mentoring of other faculty, and promotion of the SAP University Alliances program both on and off their home campus .

The team at the University of Arkansas has clearly demonstrated what it means to provide service to others and demonstrate leadership across the program. This group has freely provided SAP University Alliances program members with access to their SAP NetWeaver Business Warehouse datasets acquired from customers with whom they partner closely. These datasets are comprised of terabytes of data used for meaningful data mining and analysis in the classroom. This group has partnered with other professors (notably Jim Mensching and Lorraine Gardiner from California State University, Chico) to refine the data, organize it into infocubes, and then develop meaningful data mining curriculum as case studies. In addition, they have developed and freely shared their SAP NetWeaver BW course materials via the University Alliances Community (UAC). Since the first course content was shared, subsequent course materials (developed by Jim & Lorraine) using these datasets have also been shared with program members around the globe - building support and generating interest via collaboration. This team actively partners with the business community (another best practice encouraged by the program) to promote and further develop their ERP initiative, place students, and so on.

Christine has taken a lead on learning, developing and sharing SAP BusinessObjects content, and led the Business Intelligence winter 2010 workshop, the SAP BusinessObjects workshop at the recent SAP Curriculum Congress 2010 and is on the calendar for the summer workshops. She is actively supporting the SAP Retail curriculum group as well. David runs their ERP Center and is instrumental in pulling all these parts together. Paul has gotten deeply involved with ERPsim - he and three PhD students have incorporated it into research opportunities, which is a best practice the University Alliances team encourages other to follow across the program, while actively promoting the SAP University Alliances program with prospective member schools as well as SAP customers, partners and analysts. David and Paul have also given numerous presentations on the value of UA at academic conferences such as HICSS and AMCIS.

## RESEARCH

### Editorial Activities

- "Journal of Computer Information Systems", Editorial Board Member, International.
- "Journal of End User and Organizational Computing", Associate Editor, International.
- "Determinants of acceptance of ERP training program in business schools: Empirical investigation using UTAUT model", Computers & Education, Invited Manuscript Reviewer, International. (2015).
- "Determinants of Brand Recall in Social Networking Sites", Journal of Organizational and End User Computing, Invited Manuscript Reviewer, International. (2015).
- "Do Ethical Social Media Communities Pay Off? An Exploratory Study of the Ability of Facebook Ethical Communities to Strengthen Consumers' Ethical Consumption Behavior", Journal of Business Ethics, Invited Manuscript Reviewer, International. (2015).
- "Regulatory focus and green consumption: promoting promotion", Journal of Business Ethics, Invited Manuscript Reviewer, International. (2015).
- "The Role of Guilt, Shame, and Virtues in the Self-Regulation of Decisions to Engage in Digital Piracy", Journal of Business Ethics, Invited Manuscript Reviewer, International. (2015).
- "Beliefs and Attributions toward Computing Technology: The Moderating Role of Social Cues in Interfaces", Journal of Organizational and End User Computing, Invited Manuscript Reviewer, International. (2014).

- "Can We Stop Digital Piracy? Exploring Consumer's INTENTION TO COMMIT DIGITAL PIRACY AMONG YOUTH IN INDONESIA", Journal of Business Ethics, Invited Manuscript Reviewer, International. (2014).
- "Exploring Factors Affecting Digital Piracy Using the Norm Activation and UTAUT Models: The Role of National Culture", Journal of Business Ethics, Invited Manuscript Reviewer, International. (2014).
- "Exploring Innovation at SAP through Bibliometric Analysis of Patent Applications Expert Systems With Applications", Expert Systems with Applications, Invited Manuscript Reviewer, International. (2014).
- "How Important Are Enjoyment and Mobility for Mobile Data Services?", Journal of Computer Information Systems, Invited Manuscript Reviewer, International. (2014).
- "Idiocentrism versus Allocentrism and Ethical Evaluations on Illegal Downloading Intention between the United States and South Korea", International Journal of Communication, Invited Manuscript Reviewer, International. (2014).
- "Past Behavior, Moral Obligation and Moral Disengagement in the Explanation of Digital Piracy", Journal of Business Ethics, Invited Manuscript Reviewer, International. (2014).
- "Predicting the Mode of Music Consumption: Purchasing CD, Downloading, Streaming, and Piracy", Journal of Business Ethics, Invited Manuscript Reviewer, International. (2014).
- "The Effect of Network Neutrality on the Incentive to Discriminate, Invest and Innovate: A Literature Review Telematics and Informatics", Telematics and Informatics, Invited Manuscript Reviewer, International. (2014).
- "The Epistemological Foundations of Music Piracy in the Digital Marketplace", Journal of Business Ethics, Invited Manuscript Reviewer, International. (2014).
- "Introducing a Taxonomy for Classifying Qualitative Spreadsheet Errors", Journal of Organizational and End User Computing, Invited Manuscript Reviewer, International. (2014).
- "An Analysis of a Teaching Incentive Initiative", Decision Sciences Journal of Innovative Education, Invited Manuscript Reviewer, International. (November 15, 2014 - December 19, 2014).
- "The Reinforcement of Intangible Assets and ERP Post Implementation Success", Journal of Computer Information Systems, Editorial Board Member, International. (October 15, 2010 - December 2010).
- "Authentic OM Problem Solving in ERP Context", International Journal of Operations and Production Management, Invited Manuscript Reviewer, International. (October 1, 2010 - December 2010).
- "Online Experimental Knowledge Interaction Effectiveness Using Skype in a Quantitative Course", Decision Science Journal of Innovative Education, Invited Manuscript Reviewer, International. (September 3, 2010 - December 2010).
- "The Contribution of Perceived Consequences on the Ethical Intention to Engage in Digital Piracy", Journal of Business Ethics, Invited Manuscript Reviewer, International. (May 15, 2010 - December 2010).
- "Unethical Behavior Using Information Technology", Information Systems Research, Invited Manuscript Reviewer, International. (May 3, 2010 - November 2010).
- "Does Ethical Ideology Affect Software Piracy Attitude and Behaviour? An Empirical Investigation of Computer Users in China", European Journal of Information Systems, Invited Manuscript Reviewer, International. (May 1, 2010 - October 15, 2010).

"The Ethics of Attacking an e-Learning Server: Are they Really Ethical", Communications of the ACM, Invited Manuscript Reviewer, International. (March 31, 2010 - October 14, 2010).

"Online Experimental Knowledge Interaction Effectiveness Using Skype in a Quantitative Course", Decision Science Journal of Innovative Education, Invited Manuscript Reviewer, International. (February 1, 2010 - September 3, 2010).

"Exploring Choice as an Antecedent to Behavioral: Incorporating Alternatives into the Technology Acceptance Process", Journal of Organizational and End User Computing, Associate Editor, International. (January 28, 2010 - June 10, 2010).

"e-Procurement in the Malaysian Public Sector: An Empirical Investigation", Journal of Computer Information Systems, Editorial Board Member, International. (December 1, 2009 - April 1, 2010).

## Presentations Given

Cronan, P. (Presenter & Author), Léger, P. (Presenter & Author), Robert, J. (Author Only), Charland, P., a. o., Association for Business Simulation and Experiential Learning (ABSEL) 2010, "ERP Simulation Game: A Distribution Game to Teach the Value of Integrated Systems," ISAGA, JASAG, and NASAGA, Little Rock, AR.

This session proposes participation in a ready-to-play game to teach the concepts underlying an Enterprise Resource Planning (ERP) system. The ERP Simulation game is an innovative "learning-by-doing" and "problem-based" approach to teaching ERP concepts. The simulation game is supported by ERPSim, a unique business simulation technology developed at HEC Montréal that enables the simulation of near-real-life business contexts of large corporate information systems. Participants are put in an environment whereby they run their business using a real life ERP system. The simulation that will be presented in this workshop consists of a distribution company where participants must operate the full cycle (plan, procure, and sell). The game is designed to help students experience the value of upstream and downstream information flows and the value of process integration across functional silos, and to understand the impact of poor decision-making and timing by one player on team performance.

Cronan, P. (Presenter & Author), Schmidt, P., Douglas, D. E., Alnuaimi, O., SAP Curriculum Congress 2010, "Learning and Attitudes Toward SAP/ERP; New Company Employees' Experiences with ERPSim," SAP America, SanDieg, CA.

This paper presents research results of ERP learning as well as attitudes toward ERP and SAP for three samples of 'first time hires' in a large company. Samples of twenty two (22), twenty nine (29), and twenty (20) participants are surveyed regarding ERP knowledge and attitudes toward ERP and SAP before and again following participation in an ERP simulation game. The ERP simulation game is designed to provide ERP/SAP instruction to novices. In addition, participants from two of the samples were surveyed a third time after being on the job approximately three months following the ERP simulation training. The ERP simulation game was developed by faculty at HEC Montreal, Canada to help participants learn fundamental business process concepts, as well as SAP skills. The simulation uses a "hands on" simulation game that has participants developing and selling a cereal for sale in a competitive market. This research is part of a comprehensive research project to study ERP learning and decision making using ERP simulation as a medium for instruction. The results of this sample of company employees in ERP simulation training suggest that the ERP simulation game was instrumental in ERP business process learning. Participant attitudes toward SAP and its use by employees were significantly higher following the simulation game experience. Moreover, after three months on the job, new hires indicate that the learning levels as well as attitudes toward ERP/SAP remain high.

Cronan, P. (Presenter & Author), Bhuiyan, M. S., Douglas, D. E. (Author Only), Mullins, J. K., 2016 Annual Conference on Academic Integrity, "A Web-Based Intervention to Change Academic Integrity Knowledge, Attitudes, and Intentions: US Students Compared to Students at an International University," International Center for Academic Integrity, Santa Ana Pueblo, New, Mexico. (February 19, 2016).

Mullins, J. K. (Presenter & Author), Cronan, P. (Author Only), ISYS 601V - Graduate Colloquium, "Game Changer? Making a Difference in ERP Knowledge, Self-Efficacy, and Attitudes through an Immersive Intervention," UA ISYS Department. (October 15, 2015).

This study assesses the effectiveness of an ERP simulation intervention to influence ERP knowledge, self-efficacy, perceived ease of use, perceived usefulness, and attitude. ERP knowledge is conceptualized and operationalized as a second-order formative construct with three reflective dimensions: business process knowledge, enterprise systems knowledge, and transaction skill knowledge. Additionally, a model is developed based on predominant theories of IS acceptance and tested using survey data and an intervention in which 248 professionals from three different organizations use a real-world ERP system to manage virtual manufacturing firms in an accelerated real-time competitive simulation game. Using PLS SEM, results support the proposed model, suggesting that ERP knowledge is an important antecedent of ERP self-efficacy, perceived ease of use, perceived usefulness, and attitude.

Cronan, P. (Presenter & Author), Douglas, D. E. (Author Only), Mullins, J. K., Bhuiyan, M. S., 2015 Annual Conference on Academic Integrity, "Influencing Academic Integrity Awareness and Attitudes: A Study of Freshmen and International Students," International Center for Academic Integrity, Vancouver, Canada. (February 28, 2015).

Presented results of Fall 2014 Academic Integrity research study. In this interactive session, we discuss how influencing freshmen and incoming international students could effect change in the academic integrity (AI) culture. Survey results of University of Arkansas freshmen and incoming international students as well as Colorado State University international students who were exposed to AI learning are presented and discussed. AI learning included on-line learning using the RAISE System for Academic Integrity Education. Preliminary results (based on attitudes and perceptions regarding AI, and pre/post AI learning sessions) indicate a significant increase in AI awareness and a positive change in attitudes and show promise in enhancing awareness and attitudes.

Cronan, P. (Presenter & Author), Douglas, D. E. (Author Only), 2014 Decision Science Institute, "Business Analytics Program: Walton College of Business," DSI, Tampa, FL. (November 23, 2014).

Douglas, D. E., Cronan, P., 5th Annual European Decision Sciences Institute Conference, "Big Data Analytics and Resources Preparing the Next Generation of Knowledge Workers," DSI, Kolding, Denmark. (July 1, 2014).

Big Data Analytics and Resources including the University of Arkansas

Douglas, D. E. (Presenter & Author), Cronan, P. (Author Only), 2014 Annual European Decision Sciences Institute Conference, "Big Data Analytics and Resources Preparing the Next Generation of Knowledge Workers," DSI, Denmark. (June 30, 2014).

Douglas, D. E. (Presenter & Author), Cronan, P. (Author Only), 2014 Enterprise Computing Community Conference, "The Transition to Campus-Wide Graduate Analytics Curricula at the University of Arkansas," NSF; Marist College, Poughkeepsie, NY. (June 9, 2014).

Business Analytics and Big Data have become very popular topics in recent years. Many universities are gearing up to meet the reported demand for people with these skills. This paper shares background, principles, and processes in the development of campus-wide graduate analytics curricula at the University of Arkansas. Embedded in this unique approach to incorporate all colleges in the campus includes the development of The Institute for Advanced Data Analytics. The paper describes the details of the campus-wide approach in developing the program the role of enterprise computing, including the Systems z10, in support of the analytics curricula. Moreover, available datasets supporting Graduate Analytics Curricula will be discussed.

Cronan, P. (Presenter & Author), Douglas, D. E. (Author Only), Mullins, J. K., 2014 Annual Conference on Academic Integrity, "Teachable Moments: Attitudes and Perceptions as a Potential Cultural Influence on Freshmen." (February 28, 2014).

Presented results of Fall 2013 Academic Integrity research study

- Cronan, P., Douglas, D. E. (Author Only), a. o. (Author Only), 2014 Hawaii International Conference on System Sciences, "'Big Data' Analytics - Business Resources and Platforms (IBM, MS, SAS, SAP HANA, Teradata & Other)," IEEE Computer Society, Konoa, HI. (January 6, 2014).
- Cronan, P. (Presenter & Author), Douglas, D. E. (Presenter & Author), 2013 International Association of Computer Information Systems, "Teaching Business Analytics/Intelligence," IACIS, San Juan, PR. (October 3, 2013).
- Cronan, P., Leger, P. M., and Others, Gmunden Retreat on NeuroIS 2013, "The Influence of Group Flow on Group Performance: A Research Program," Gmunden, Austria. (June 3, 2013).
- Cronan, P. (Presenter & Author), DiBrezzo, R. (Author Only), 2013 Annual Conference on Academic Integrity, "Teachable Moments: Using Freshman Attitudes and Perceptions as a Potential Cultural Influencer." (February 26, 2013).  
Presented results of Fall 2012 Academic Integrity research study
- Mullins, J. K. (Presenter Only), Cronan, P. (Leader), Shah, V. S. (Presenter Only), Hammer, B. (Presenter Only), University of Arkansas, "Teachable Moments: Freshman Attitudes and Knowledge "Changing the AI Culture"," University of Arkansas. (November 29, 2012).  
Presented initial results of Fall 2012 Academic Integrity research study to senior university administrators.
- Cronan, P., O. A. (Presenter & Author), Douglas, D. E. (Author Only), Limayem, M. (Author Only), Hawaii International Conference on System Sciences (HICSS-44), "Healthcare Professionals' Reactions to Health Enterprise System Implementations: A Theory of Cynicism Perspective," IEEE Computer Society, Kauai, HI. (January 2011).
- Cronan, P., O. A. (Presenter & Author), Douglas, D. E. (Author Only), Limayem, M. (Author Only), Hawaii International Conference on System Sciences (HICSS-44), "Healthcare Professionals' Reactions to Health Enterprise System Implementations: A Theory of Cynicism Perspective," IEEE Computer Society, Kauai, HI. (January 6, 2011).
- Cronan, P. (Presenter & Author), Schmidt, P. (Presenter & Author), Davis, F. D. (Author Only), Hawaii International Conference on System Sciences (HICSS-44), "Acquiring ERP Business Process Knowledge: A Network Structure Analysis," IEEE Computer Society and IS, Kauai, HI. (January 5, 2011).
- Schmidt, P., Cronan, P. (Presenter & Author), Accounting Systems Pre-Conference Workshop at the International Conference on Information Systems (ICIS), "ERP Change Management: Technology Preview of an Enterprise System," ICIS, St. Louis, MO. (December 12, 2010).
- Cronan, P. (Presenter & Author), Schmidt, P. (Author Only), Decision Science Institute, "Decision Making in an Integrated Business Process Context: Learning Using an ERP Simulation Game," DSI, San Diego, CA. (November 21, 2010).
- Schmidt, P., Cronan, P. (Presenter & Author), American Accounting Association Annual Meeting 2010, "IT Change Management and User Adaptation:," AAA, San Francisco, CA. (August 4, 2010).  
This essay proposes that shaping IT training as a safe and supportive transitional environment that provides an interactive preview of ES technology use Supporting the use of training for change management, Balogun and Jenkins (2002) re-conceive change management to be a knowledge-based activity. They focus on building tacit knowledge about the way individuals work and interact together. Bala (2008) identified training as the leading factor influencing cognitive appraisal of enterprise systems and recommended that managers utilize simulations for enterprise training. This study focuses on the research question: Does a simulation-based educational intervention positively influence employee cognitive appraisals and thereby influence job satisfaction with new ES applications? In summary, this essay evaluates ES change management from an educational perspective utilizing the psychodynamic lens of transitional space (Wastell 1999). A simulation based ES educational intervention is expected to provide a realistic preview of future ES usage. This ERP technology preview is aimed at providing

risk-free, low stress interactions with the ES while temporarily reducing prior IT dependencies. In this research, an ERP preview is seen as an antecedent to IT adaptive use which is expected to impact ES user's job satisfaction. As such, this work contributes to recent IT user adaptation research (Robey et al. 2002, Leaudry and Pinsoneault 2005, Boudreau and Robey 2005, Barki et al. 2007).

Cronan, P. (Presenter & Author), Léger, P. (Presenter & Author), Robert, J. (Author Only), Charland, P., a. o., Temasek Polytechnic International Conference on Learning and Teaching, "The Role of Knowledge on IT Problem Solving in a Business Simulation." (June 10, 2010).

Cronan, P. (Presenter & Author), Leger, P. (Presenter & Author), a. o., SAP Curriculum Congress 2010, "Assessing the Dimensionality of an Objective Measurement of ERP Knowledge," SAP, San Diego, CA. (March 20, 2010).

Cronan, P. (Presenter & Author), Douglas, D. E. (Presenter & Author), a. o., Hawaii International Conference on System Sciences (HICSS-43), "ERP Research Stream Perspectives: Toward a Focused Decision, Modeling, and Learning Research Agenda via ERP Simulation," IEEE Computer Society and IS, Kauai, HI. (January 2010).

This workshop is intended for faculty teaching and conducting research in the field of enterprise research planning. The objective is to provide a forum for interested faculty to share research results and ideas, as well as develop an agenda for ERP research. One primary research focus of this research agenda building workshop is ERP Learning and Decision Modeling using ERP Simulation. The aim of this workshop is to bring together researchers and educators who wish to use an alternative medium (simulation) in ERP research as well as their classes.

ERP Simulation Game-- The HEC Montréal ERP simulation game is a real-time business simulation where the only interface between the simulator and the participants is a real ERP system, namely SAP R/3™. Hence, participants are put in a situation in which they have to run their business (making business decisions) using an ERP system similar those used by the world's largest companies. The simulation game provides a unique and new way to teach enterprise system concepts.

Research using the ERP Simulation Method: This component of the session will include research study results (learning, attitudes, perceptions, etc.) for several companies and for several classes who have used the ERP simulation game for learning ERP and SAP. Since we are able to track all transactions used by the participants through the course of the simulation, it provides access to usage data that are typically not available to researchers.

Teaching using the ERP Simulation Method: Teams of four to six participants operate a firm in a make-to-order manufacturing supply chain. This requires that they interact with suppliers and customers by sending and receiving orders, delivering their products and completing the entire cash-to-cash cycle. The simulation software – ERPsim – automates (i) the sales process so that every firm receives a large number of orders every minute, (ii) the procurement process to account for delivery delays, and (iii) the production process to account for capacity constraints. Using standard and customized managerial reports, participants analyze transactional data to make business decisions and ensure the profitability of their firm.

This workshop is intended for faculty teaching and conducting research in the fields of enterprise resource planning, enterprise systems, team decision making, and IT learning.

## **Publications - Teaching Related**

*Journal Article (Published)*

Cronan, P., McHaney, R., Douglas, D. E. "Academic Integrity: Information Systems Education Perspective - Special Issue". issue3. 2017. 147-158.

*Conference Proceeding (Published)*

Cronan, P., Douglas, D. E., Douglas, D. E. "'Microsoft Enterprise Consortium: How To's for the Classroom:'. August 2010.

## **Publications - Research Related**

*Journal Article (Paper Under Review)*

Mullins, J. K., Cronan, P. "Game Changer: Using Gamified Enterprise Systems Training to Promote Self-Efficacy and Attitudes through Knowledge".

*Journal Article (Published)*

Cronan, P., Mullins, J. K., Douglas, D. E. "Further Understanding Factors that Explain Freshman Business Students' Academic Integrity Intention and Behavior: Plagiarism and Sharing Homework". issue 1. January (1st Quarter/Winter) 2018. 197-220.

Academic integrity (AI) violations on college campuses continue to be a significant concern that draws public attention. Even though AI has been the subject of numerous studies offering explanations and recommendations, academic dishonesty persists. Consequently, this has rekindled interest in understanding AI behavior and its influencers. This paper focuses on the AI violations of plagiarism and sharing homework for freshman business students, examining the factors that influence a student's intention to plagiarize or share homework with others. Using a sample of more than 1300 freshman business students over two years, we modeled intent to plagiarize and intent to share homework using factors in the Theory of Planned Behavior (TPB) in addition to past violation behavior and moral obligation (feelings of guilt). Based on the results of this study, attitude, perceived behavioral control, subjective norm, and in addition past behavior and moral obligation, were found to significantly influence an individual's intention to violate academic integrity (for plagiarism and sharing homework when asked not to do so), explaining 33% and 35% of the variance in intention to commit an AI violation for sharing homework and plagiarism respectively. These results contribute to a better understanding of individuals' motivations for plagiarizing and sharing homework, which is a necessary step toward reducing academic integrity violations.

*Journal Article (Accepted)*

Cronan, P., Mullins, J. K., Douglas, D. E. "Changing the Academic Integrity Climate on Campus Using a Technology-Based Intervention". *Ethics & Behavior*. issue 2. February 17, 2017. 89-105.

Academic integrity (AI) violations on college campuses continue to be a significant concern that draws public attention. Even though AI has been the subject of numerous studies offering explanations and recommendations, academic dishonesty persists. Consequently, this has rekindled interest in understanding AI behavior and its influencers. This paper focuses on the AI violations of plagiarism and sharing homework for freshman business students, examining the factors that influence a student's intention to plagiarize or share homework with others. Using a sample of more than 1300 freshman business students over two years, we modeled intent to plagiarize and intent to share homework using factors in the Theory of Planned Behavior (TPB) in addition to past violation behavior and moral obligation (feelings of guilt). Based on the results of this study, attitude, perceived behavioral control, subjective norm, and in addition past behavior and moral obligation, were found to significantly influence an individual's intention to violate academic integrity (for plagiarism and sharing homework when asked not to do so), explaining 33% and 35% of the variance in intention to commit an AI violation for sharing homework and plagiarism respectively. These results contribute to a better understanding of individuals' motivations for plagiarizing and sharing homework, which is a necessary step toward reducing academic integrity violations.

*Conference Proceeding (Published)*

Cronan, P., Leger, P.-M., a. o. "Combining Vicarious and Enactive Training in IS: Does Order Matter?". Gmunden Retreat on NeuroIS 2016. June 2016. Presentation.

*Journal Article (Published)*

Cronan, P., Douglas, D. E., Mullins, J. K. "'An Online Graduate Certificate Credential Program at the University of Arkansas", in *Reshaping Society through Analytics, Collaboration, and Decision*



Support; Role of Business Intelligence and Social Media". Annals of Information Systems. 2015. 239-247.

Business Analytics and Big Data have become a very popular topics in recent years. Many universities are gearing up to meet the reported demand people with these skills. This paper shares background, principles, and processes in the development of an online Business Analytics Graduate Certificate Credential program consisting of four graduate courses (each three semester hours). Innovative use of technology is incorporated into all four of the courses to ensure consistency and quality content across courses. The four courses are (1) IT Toolkit—designed to level students (especially those students who do not have an adequate IT background), (2) Decision Support and Analytics – an introduction to statistical analytics with a focus on what the data is telling us, (3) Database Management Systems – a focus on sourcing, preparing, storing and retrieval for data and (4) Business Intelligence – a focus on the discovery of knowledge from data and model development using data mining including social media. Included are the efforts, activities, software, hardware, concepts, teaching philosophy, and desired outcomes for the graduate credential certificate program. The paper should be very valuable to all those teaching or planning to teach in the Business Analytics area.

*Journal Article (Published)*

Cronan, P., Leger, P.-M., a. o. "Developing and Assessing Management Information Systems Competencies: The Role of Basic and Complex Knowledge". issue1. October (4th Quarter/Autumn) 2015. 31-39.

*Journal Article (Conditionally Accepted)*

Cronan, P., McHaney, R., Mullins, J. K., Douglas, D. E. "Changing the Academic Integrity Climate on Campus Using a Technology-Based Intervention". Ethics & Behavior.

This paper focuses on the use of a technology-based intervention to change academic integrity (AI) knowledge and attitudes. Using a total sample of over 5000 freshman students drawn from two major Midwestern universities in the U.S. over a three year period, an online intervention was used to determine whether AI knowledge and attitudes could be changed. Based the results of this study, AI knowledge and attitudes can be improved using an online intervention. These results contribute to a better understanding of the AI climate on campus and suggest technology-based interventions can be used to enhance knowledge and change attitudes toward AI on campus.

*Conference Proceeding (Accepted)*

Cronan, P., Douglas, D. E. "ERP Simulation Game Teaching and Research Perspectives". Invited Conference Workshop.

*Journal Article (Published)*

Cronan, P., Davis, F. D., Leger, P.-M., a. o. "Neurophysiological Correlates of Cognitive Absorption in an Enactive Training Context". Computers in Human Behavior. May 2014. 273-283.

*Journal Article (Accepted)*

Cronan, P., Douglas, D. E. "Assessing ERP Learning (Management, Business Process, & Skills) and Attitudes: A Research Note". April (2nd Quarter/Spring) 2013.

*Journal Article (Published)*

Cronan, P., Douglas, D. E. "A Student ERP Simulation Game: A Longitudinal Study". November 2012. Accepted and published in 2012.

*Journal Article (Accepted)*

Cronan, P., Douglas, D. E. "Assessing ERP Learning (Management, Business Process & Skills) and Attitudes". Journal of Organizational and End User Computing. Final version submitted.

*Journal Article (Published)*

Cronan, P., Leger, P.-M., Robert, J., Babin, G. "Comparing Objective Measures and Perceptions of Cognitive Learning in an ERP Simulation Game: A Research Note". Simulation & Gaming. issue4. August 2012. 461-480.

*Journal Article (Accepted)*

a. o., Cronan, P., Leger, P. "Authentic OM Problem Solving in ERP Context".

*Journal Article (Accepted)*

Cronan, P., Douglas, D. E., Schmidt, P. "Decision Analytics in an Integrated Business Process Context: Learning Using an ERP Simulation Game". *Decision Sciences*. forthcoming.

## **Educationally Related Presentations and Workshops**

"Blockchain Center of Excellence at the University of Arkansas", presented at 2018 Enterprise Computing Community Conference, International, Sponsored by NSF, Accepted. (June 18, 2018).

"Data Analysis Curriculum", presented at 2018 AACSB Analytics Summit, International, Accepted. (March 19, 2018).

"Faculty 'Buy In'; Perceptions and Attitudes Regarding Their Academic Integrity Policy", presented at 2018 Annual Conference on Academic Integrity, International Center for Academic Integrity, International, Accepted. (March 1, 2018).

"Business Analytics in the Curriculum (Insights on AACSB Curriculum Design)", presented at Hawaii International Conference on System Sciences (HICSS-51), International, Sponsored by IEEE Computer Society, Accepted. (January 4, 2018).

"Workshop: Introduction to Predictive Analytics Using SAS Enterprise Miner", presented at Federation of Administrative Disciplines - Southwest Decision Sciences Institute, International, Sponsored by FBD-SWDSI, Invited. (March 8, 2017).

"Analytics Curriculum Develop; AACSB Perspectives"", presented at Hawaii International Conference on System Sciences (HICSS-50)), International, Sponsored by IEEE Computer Society and IS, Accepted, Published in Proceedings. (January 4, 2017).

"Data Analytics", presented at Data Analytics for Faculty, International, Sponsored by AACSB, Invited. (December 5, 2016).

2 day workshop for AACSB - December 5-6

"Decision Sciences Institute 2016: AACSB Business Analytics Curriculum Development"", presented at Decision Sciences Institute International Meeting, International, Sponsored by DSI, Accepted. (November 19, 2016).

"Analytics & Education: A Two-way Street", presented at NWA Tech Summit, State, Sponsored by Bentonville/Bella Vista Chamber of Commerce, Accepted. (October 7, 2016).

Invited and proposal accepted for a panel on analytics and higher education.

"Data Analytics", presented at Data Analytics for Faculty, International, Sponsored by AACSB, Invited. (June 21, 2016).

2 Day AACSB Workshop for faculty -- June 21 -22

"Data Analytics", presented at Data Analytics for Faculty, International, Sponsored by AACSB, Invited, Published in Proceedings. (January 25, 2016).

Two day program Jan. 25-26

"Business Analytics and Big Data - Available Resources; Preparing the Next Generation of Knowledge Workers", presented at Hawaii International Conference on System Sciences (HICSS-49)), International, Sponsored by IEEE Computer Society and IS, Accepted, Published in Proceedings. (January 5, 2016).

"Business Analytics and Big Data - Available Resources; Preparing the Next Generation of Knowledge Workers", presented at Hawaii International Conference on Systems Sciences, International, Sponsored by IEEE, Accepted. (January 5, 2016).

"AACSB Business Analytics Curriculum Development", presented at International Conference on Information Systems Meeting, International, Sponsored by Business Analytics Congress, Accepted. (December 12, 2015).

"Utilizing Teradata University Network Resources: Exploring Analytics Frontiers", presented at International Conference on Information Systems Meeting, International, Sponsored by Business Analytics Congress, Accepted. (December 12, 2015).

"Decision Sciences Institute 2015: AACSB Business Analytics Curriculum Development", presented at Decision Sciences Institute International Meeting, International, Sponsored by DSI, Accepted. (November 21, 2015).

"Walton College Enterprise Systems Resources and Business Analytics Curriculum Design", presented at Canadian ASAC Conference 2015, International, Sponsored by Canadian Administrative Sciences Association, Accepted. (June 15, 2015).

"Business Analytics Curriculum Development", presented at Southwest Decision Sciences Institute Meeting, International, Sponsored by DSI and SWDSI, Accepted. (March 12, 2015).

"Business Analytics and Big Data - Available Resources; Preparing the Next Generation of Knowledge Workers", presented at Hawaii International Conference on System Sciences (HICSS-48), International, Sponsored by IEEE Computer Society and IS, Accepted, Published in Proceedings. (January 5, 2015).

"Business Analytics Program at the University of Arkansas", presented at Decision Sciences Institute International Meeting, International, Sponsored by DSI, Accepted. (November 23, 2014).

"EDSI", presented at 5th Annual Conference of the European Decision Sciences Institute, International, Sponsored by Decision Sciences Institute, Accepted. (July 1, 2014).  
Big Data Analytics and Resources Preparing the Next Generation of Knowledge Workers

"ECC Conference", presented at Enterprise Computing Community Conference 2014, International, Sponsored by NSF / Marist College, Accepted. (June 9, 2014).  
The Transition to Campus-Wide Graduate Analytics Curricula at the University of Arkansas

"HR Diversity Inclusion", presented at TrueBlue Conference, National, Invited. (May 1, 2014).  
Two day event in May 1 and 2 followed by an online session illustrating a HR Predictive model

"Changing Student Attitudes and Perceptions: Influencing University Academic Integrity", presented at International Center for Academic Integrity 2014 Annual International Conference, International, Accepted, Published in Proceedings. (February 26, 2014).  
In this interactive workshop, we discuss how influencing freshmen and incoming graduate students could effect change in the academic integrity (AI) culture. Survey results of University of Arkansas and Kansas State University freshmen (and Arkansas graduate students) who were exposed to AI learning (which included on-line learning using the RAISE System for Academic Integrity Education) are presented and discussed. Preliminary results (based on attitudes & perceptions regarding AI, and pre/post AI learning sessions) indicate potential regarding changing campus AI culture.

"Big Data' Analytics - Business Resources and Platforms (IBM, MS, SAS, SAP HANA, Teradata & Other)", presented at Hawaii International Conference on System Sciences (HICSS-47), International, Sponsored by IEEE Computer Society and IS, Accepted, Published in Proceedings. (January 6, 2014).

"An Online Graduate Certificate Credential Program at the University of Arkansas", presented at SIGDSS Pre-ICIS Conference, International, Sponsored by International Computer Information Systems (ICIS), Accepted. (December 16, 2013).

Abstract:

Description of the newly developed on-line Graduate Business Analytics Certificate Program - including courses and course content at the University of Arkansas Sam M. Walton College of Business

"Teaching Business Analytics/Intelligence - Helpful Tools & Resources (Datasets plus Tools ...)", presented at International Association of Computer Information Systems (IACIS), International, Sponsored by International Association of Computer Information Systems, Accepted. (October 3, 2013).

Abstract:

Practical tutorial that includes a presentation and "hands on" use of examples and exercises related to University of Arkansas Sam M. Walton College of Business Enterprise Systems resources which include IBM mainframe, SAP, Teradata, and Microsoft systems. Industry partners of the Enterprise Systems program at the Walton College of Business have donated multiple, large-scale datasets for instructional use. For example, the Sam's Club dataset is comprised of 6 tables and over 55 million rows of POS transactions for 18 stores; the Dillard's Department Store has 5 tables with a transactions table of 120 million rows. Moreover, IBM, Microsoft, Teradata, and SAP have donated hardware and/or software to make these large datasets available to students. The Walton College is a member of and shares resources with the IBM Academic Initiative, Teradata University Network, Microsoft Enterprise Consortium, and SAP University Alliance.

The presenters describe the datasets, business problems, and data warehouse infrastructures built using these datasets as well as their availability for use in a variety of courses. Also included are such topics as creating data warehouse cubes, data analysis, and data mining. Finally, access to these resources by faculty and students outside the University of Arkansas will be described.

"Academic Integrity at the University of Arkansas - Update", presented at University of Arkansas Teaching Camp, Sponsored by Teaching and Faculty Support Center, Invited. (August 6, 2013).

Progress Report - Academic Integrity Points of Importance - The "change in academic integrity could begin at UA". We (you & me) now have a chance to make a difference – try it for the next year; be involved, make suggestions to improve the policy... Consider how you can create an "environment of integrity" in your classes, in your department, ... as opposed to methods to catch them. Talk to and work with your Academic Integrity Monitor. Exams – think about your use of multiple choice exams, memorizing, etc.

"'Big Data' Predictive Analytics Tools - Business Resources and Platforms (Microsoft, SAP, IBM, Teradata, & SAS)", presented at Hawaii International Conference on System Sciences (HICSS-45), International, Sponsored by IEEE Computer Society and IS, Accepted. (January 5, 2013).

'Big Data' Predictive Analytics Tools - Business Resources and Platforms (Microsoft, SAP, IBM, Teradata, & SAS)

Decision Making Using Business Analytics Tools (from SAP, IBM, Microsoft, Teradata, & SAS) to Analyze Real-World Enterprise System Datasets (Sam's Club, Dillard's, Tyson Foods, and Wal\*Mart)

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This practical "hands-on" workshop includes a presentation and use of examples and exercises related to University of Arkansas Sam M. Walton College of Business Enterprise Systems resources which include Microsoft, SAP, SAS Enterprise Miner, IBM mainframe, and Teradata systems. Industry partners of the Enterprise Systems program at the Sam M. Walton College of Business have donated computing systems and multiple, large-scale datasets for instructional use – Sam's Club (6 tables and over 250 million rows of POS transactions for 18 stores), Dillard's Department Stores (5 tables with a transactions table of 120 million rows), Tyson Foods, and Wal\*Mart RFID data sets. UA Enterprise Systems is a member of and shares resources with the Microsoft Enterprise Consortium, SAP University Alliance, SAS Institute, IBM Academic Initiative, and Teradata University Network.

The workshop provides faculty with a forum to discuss (as well as utilize) enterprise-level skills and understanding that will be needed for knowledge workers into the future. Participants will not only learn about available resources for their classes and students, but will be given access to these resources for their future-oriented, enterprise classes. Workshop leaders will describe various faculty developed networks and resources (various datasets, business problems, and data warehouse infrastructures built using these datasets) as well as their availability for use in a variety of courses. Also included are such topics as creating data warehouse cubes, data analysis, and data mining. Finally, access to these resources by faculty and students world-wide will be described.

This workshop is intended for faculty teaching business analytics who wish to have access to real-world systems and data. Faculty interested in enhancing their courses and curricula by using enterprise system level business analytics resources such as Databases, Business Intelligence, Business Objects, Data Warehouse, SAS, Teradata and/or MS & SAP Business Warehouse applications as well as examples based on large, real datasets.

"Academic Integrity at the University of Arkansas", presented at University of Arkansas Teaching Camp, Sponsored by Teaching and Faculty Support Center, Invited. (July 30, 2012).  
Academic Integrity Points of Importance - The "change in academic integrity could begin at UA". We (you & me) now have a chance to make a difference – try it for the next year; be involved, make suggestions to improve the policy... Consider how you can create an "environment of integrity" in your classes, in your department, ... as opposed to methods to catch them. Talk to and work with your Academic Integrity Monitor. Exams – think about your use of multiple choice exams, memorizing, etc.

"Business Analytics Certificate", presented at Walton College Business Analytics Certificate, Regional, Sponsored by ITRI and Walton College, Invited. (February 9, 2012).

"Decision Making Using Business Analytics Tools - Microsoft, SAP, IBM, Teradata, & SAS to Analyze Real-World Enterprise System Datasets Sam's Club, Dillard's, Tyson Food's, and Wal-Mart", presented at Hawaii International Conference on System Sciences (HICSS-45), International, Sponsored by IEEE Computer Society and IS, Accepted. (January 4, 2012).

Decision Making Using Business Analytics Tools (from SAP, IBM, Microsoft, Teradata, & SAS) to Analyze Real-World Enterprise System Datasets (Sam's Club, Dillard's, Tyson Foods, and Wal\*Mart)

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This practical "hands-on" workshop includes a presentation and use of examples and exercises related to University of Arkansas Sam M. Walton College of Business Enterprise Systems resources which include Microsoft, SAP, SAS Enterprise Miner, IBM mainframe, and Teradata systems. Industry partners of the Enterprise Systems program at the Sam M. Walton College of Business have donated computing systems and multiple, large-scale datasets for instructional use – Sam's Club (6 tables and over 250 million rows of POS transactions for 18 stores), Dillard's Department Stores (5 tables with a transactions table of 120 million rows), Tyson Foods, and Wal\*Mart RFID data sets. UA Enterprise Systems is a member of and shares resources with the Microsoft Enterprise Consortium, SAP University Alliance, SAS Institute, IBM Academic Initiative, and Teradata University Network.

The workshop provides faculty with a forum to discuss (as well as utilize) enterprise-level skills and understanding that will be needed for knowledge workers into the future. Participants will not only learn about available resources for their classes and students, but will be given access to these resources for their future-oriented, enterprise classes. Workshop leaders will describe various faculty developed networks and resources (various datasets, business problems, and data warehouse infrastructures built using these datasets) as well as their availability for use in a variety of courses. Also included are such topics as creating data warehouse cubes, data analysis, and data mining. Finally, access to these resources by faculty and students world-wide will be described.

This workshop is intended for faculty teaching business analytics who wish to have access to real-world systems and data. Faculty interested in enhancing their courses and curricula by using enterprise

system level business analytics resources such as Databases, Business Intelligence, Business Objects, Data Warehouse, SAS, Teradata and/or MS & SAP Business Warehouse applications as well as examples based on large, real datasets.

"ERP Simulation Workshop - Exploiting Teaching and Research Scholarship", presented at Hawaii International Conference on System Sciences (HICSS-45), International, Sponsored by IEEE Computer Society and IS, Accepted. (January 4, 2012).

The ERP simulation game (HEC Montréal) is a real-time business simulation where the participants directly use the real ERP system, namely SAP R/3™ to enact ERP transactions and use reports to manage their business. The ERP simulation sits in the background, creating a dynamic real-time business environment. The simulation software, ERPSim, automates (i) the sales process so that every firm receives a large number of orders every minute, (ii) the procurement process to account for delivery delays, and (iii) the production process to account for capacity constraints. Using standard and customized managerial reports, students analyze transactional data to make business decisions and ensure the profitability of their firm.

Simulation participants are put in a situation in which they have to run their business (making business decisions) using SAP in a similar way to how SAP is used by the world's largest companies. The simulation game provides a unique and new way to teach enterprise system concepts. It offers a hands-on understanding of the concepts underlying enterprise systems and integration; it helps students and managers to experience the benefits of enterprise integration firsthand. The game has been used in hundreds of classes in 4 continents as well as in enterprises running SAP to train business executives.

Research using the ERP Simulation Method: ERP simulations can bring a new dimension to ERP research. An ERP simulation game constitutes a controlled laboratory experiment. This component of the session will include research study results (learning, attitudes, perceptions, etc.) for several companies and for several classes who have used the ERP simulation game for learning ERP and SAP. Since we are able to track all transactions used by the participants through the course of the simulation, it provides access to usage data that are typically not available to researchers. Hence, a large set of research topics may exploit data from ERP simulation games such as – the effectiveness of simulations as a training approach for developing information technology competency, the analysis of the impact and design of interfaces and functionality of enterprise systems on team performance, the analysis of the effectiveness of business intelligence tools for decision making, the analysis of the relationship of business performance, IT competencies/knowledge, and others.

Teaching using the ERP Simulation Method: Teams of four to six participants operate a firm in a make-to-order manufacturing supply chain. This business simulation experience requires that they interact with suppliers and customers by sending and receiving orders, delivering their products and completing the entire cash-to-cash cycle. Key learning objectives for ERP simulation learning model include:

- Gain an hands-on understanding of ERP application transaction skills
- Learn business processes based on experiential, self-constructed knowledge acquisition
- Set business strategies and directly translate strategy into tactics and detailed implementation actions.
- Monitor business activities via reports and system commands
- Evaluate key performance indicators of the business to adjust/revise strategy and change tactics.

"Academic Integrity at the University of Arkansas", presented at University of Arkansas Teaching Camp, Sponsored by Teaching and Faculty Support Center, Invited. (August 2, 2011).

Academic Integrity Points of Importance - The "change in academic integrity could begin at UA". We (you & me) now have a chance to make a difference – try it for the next year; be involved, make suggestions to improve the policy... Consider how you can create an "environment of integrity" in your classes, in your department, ... as opposed to methods to catch them. Talk to and work with your Academic Integrity Monitor. Exams – think about your use of multiple choice exams, memorizing, etc.

"Preparing Knowledge Workers for the Next Generation -- Enterprise Systems, Large Data", presented at Hawaii International Conference on System Sciences (HICSS-44), International, Sponsored by IEEE Computer Society and IS, Accepted. (January 4, 2011).

This workshop provides faculty with a forum to learn about, discuss, and utilize enterprise-level resources as well as an understanding of skill sets that will be needed for knowledge workers into the future. Participants will not only learn about available resources for their students, but will be given access to these resources for their future-oriented, enterprise classes. Panelists describe various faculty-developed networks and resources (various datasets, business problems, and data warehouse infrastructures built using these datasets) as well as their availability for use in a variety of courses. Also included are resources for such topics as creating data warehouse cubes, data analysis, and data mining. Finally, access to these resources by faculty and students world-wide will be described.

This practical workshop also includes a presentation and "hands on" use of examples and exercises related to University of Arkansas Sam M. Walton College of Business Enterprise Systems resources that include Microsoft, SAP, SAS Enterprise Miner, IBM mainframe, and Teradata systems. Industry partners of the Enterprise Systems program at the Sam M. Walton College of Business have donated computing systems and multiple, large-scale datasets for instructional use – Sam's Club (6 tables and over 55 million rows of POS transactions for 18 stores), Dillard's Department Stores (5 tables with a transactions table of 120 million rows), Tyson Foods, and Wal-Mart RFID data sets. The Walton College is a member of and shares resources with the Microsoft Enterprise Consortium, SAP University Alliance, SAS Institute, IBM Academic Initiative, and Teradata University Network.

"Preparing Students for Success Enterprise Systems, Large Data Sets, and Business Intelligence Workshop", presented at Decision Sciences Institute, International, Sponsored by DSI, Accepted. (November 21, 2010).

Abstract:

Practical tutorial that includes a presentation and "hands on" use of examples and exercises related to University of Arkansas Sam M. Walton College of Business Enterprise Systems resources which include IBM mainframe, SAP, Teradata, and Microsoft systems. Industry partners of the Enterprise Systems program at the Walton College of Business have donated multiple, large-scale datasets for instructional use. For example, the Sam's Club dataset is comprised of 6 tables and over 55 million rows of POS transactions for 18 stores; the Dillard's Department Store has 5 tables with a transactions table of 120 million rows. Moreover, IBM, Microsoft, Teradata, and SAP have donated hardware and/or software to make these large datasets available to students. The Walton College is a member of and shares resources with the IBM Academic Initiative, Teradata University Network, Microsoft Enterprise Consortium, and SAP University Alliance.

The presenters describe the datasets, business problems, and data warehouse infrastructures built using these datasets as well as their availability for use in a variety of courses. Also included are such topics as creating data warehouse cubes, data analysis, and data mining. Finally, access to these resources by faculty and students outside the University of Arkansas will be described.

"Using Tools from SAP, IBM, Microsoft, SAS to Analyze Large Data Sets from Real-world Enterprise Systems (Sam's Club, Dillard's, Tyson Foods, and Wal-Mart) to Support Decision Making", presented at Americas Conference on Information Systems, International, Sponsored by AMCIS, Accepted. (August 2010).

"Assessing the Dimensionality of IT knowledge: The Case of Enterprise Resource Planning Systems", presented at SAP Curriculum Congress 2010, International, Sponsored by SAP America, Accepted, Published in Proceedings. (March 19, 2010).

In this paper, we develop objective measures that can be used to assess user knowledge with respect to a specific ERP system, namely SAP. Building on the IT literature, and more specifically on Kang and Santhanam's theoretical framework (2003), we have developed a database of objective questions to measure ERP knowledge of an individual user with respect to SAP. Objective questions were developed by a panel of experts to cover the 3 dimensions proposed by Kang and Santhanam (2003). A number of experts were asked to answer the objective questions and evaluate to which extent each

question measured the participant's knowledge with respect to the three dimensions. Using cluster analysis, we were not able to validate Kang and Santhaman (2003) model in 3 dimensions. The results show only two clusters of constructs around ERP knowledge and business knowledge. One possible explanation is that ERP experts do not perceive business process-related knowledge and collaborative-related knowledge as two different dimensions. In a ERP system context, business processes are in essence structurally collaborative as data and processes are integrated across the various users in the organization.

"Learning and Attitudes toward SAP/ERP New Company Employees' Experience with ERP Simulation", presented at SAP Curriculum Congress 2010, International, Sponsored by SAP America, Accepted, Published in Proceedings. (March 19, 2010).

## **Contracts, Grants, and Sponsored Research**

Douglas, D. E., Cronan, P., "IBM Hardware/Software for IBM Academic Hub", Awarded January 1, 2017, Funded, Sponsored by IBM, Awarded by Private, \$25000000. (December 31, 2017).  
Awarded IBM Z-13 system (estimated value (\$25,000,000 over five years).  
Per year IBM hardware and software supporting IBM academic hub valued at \$4,500,000; estimate based on 2015 gift) per year IBM hardware and software supporting IBM academic hub.

Douglas, D. E., Cronan, P., "SAP University Alliances Software", Awarded January 1, 2017, Funded, Sponsored by SAP University Alliances, Awarded by Private, \$16905000. (December 31, 2017).  
SAP software to support faculty and students -- both internal and external; estimate based on 2016 award).

Douglas, D. E., Cronan, P., "SAS Analytics Suite of Software", Awarded January 1, 2017, Funded, Sponsored by SAS, Awarded by Private, \$40000. (December 31, 2017).  
(estimate based on 2016 gift) SAS Analytics suite of software to support WCOB students and faculty

Douglas, D. E., Cronan, P., "IBM Hardware/Software for IBM Academic Hub", Awarded January 1, 2015, Funded, Sponsored by IBM, Awarded by Private, \$4457549. (December 31, 2015).  
(estimate based on 2014 gift) Per year IBM hardware and software supporting IBM academic hub

Douglas, D. E., Cronan, P., "Microsoft Enterprise Consortium", Awarded January 1, 2015, Funded, Sponsored by Microsoft, Awarded by Private, \$4470000. (December 31, 2015).  
(estimate based on 2014 gift) Microsoft software to support academic consortium for both internal and external faculty and students

Douglas, D. E., Cronan, P., "SAP University Alliances Software", Awarded January 1, 2015, Funded, Sponsored by SAP University Alliances, Awarded by Private, \$16905000. (December 31, 2015).  
SAP software to support faculty and students -- both internal and external

Douglas, D. E., Cronan, P., "IBM Hardware/Software for IBM Academic Hub", Awarded January 1, 2014, Funded, Sponsored by IBM, Awarded by Private, \$4457549. (December 31, 2014).  
Per year IBM hardware and software supporting IBM academic hub

Douglas, D. E., Cronan, P., "Microsoft Enterprise Consortium", Awarded January 1, 2014, Funded, Sponsored by Microsoft, Awarded by Private, \$4470000. (December 31, 2014).  
Microsoft software to support academic consortium for both internal and external faculty and students

Douglas, D. E., Cronan, P., "SAP University Alliances Software", Awarded January 1, 2014, Funded, Sponsored by SAP University Alliances, Awarded by Private, \$14472000. (December 31, 2014).  
SAP software to support faculty and students -- both internal and external

Douglas, D. E., Cronan, P., "SAS Analytics Suite of Software", Awarded January 1, 2014, Funded, Sponsored by SAS, Awarded by Private, \$40000. (December 31, 2014).  
SAS Analytics suite of software to support WCOB students and faculty



Douglas, D. E., Cronan, P., "Teradata Hub", Awarded January 1, 2014, Funded, Sponsored by Teradata, Awarded by Private, \$359000. (December 31, 2014).  
Teradata hardware and software to support students and faculty internally and externally

Douglas, D. E., Cronan, P., "IBM Hardware/Software for IBM Academic Hub", Awarded January 1, 2013, Funded, Sponsored by IBM, Awarded by Private, \$5000000. (December 31, 2013).  
IBM hardware and software supporting IBM academic hub

Douglas, D. E., Cronan, P., "Microsoft Enterprise Consortium", Awarded January 1, 2013, Funded, Sponsored by Microsoft, Awarded by Private, \$4470000. (December 31, 2013).  
Microsoft software to support academic consortium for both internal and external faculty and students

Douglas, D. E., Cronan, P., "SAP University Alliances Software", Awarded January 1, 2013, Funded, Sponsored by SAP University Alliances, Awarded by Private, \$14183400. (December 31, 2013).  
SAP software to support faculty and students -- both internal and external

Douglas, D. E., Cronan, P., "SAS Analytics Suite of Software", Awarded January 1, 2013, Funded, Sponsored by SAS, Awarded by Private, \$100000. (December 31, 2013).  
SAS Analytics suite of software to support WCOB students and faculty

Douglas, D. E., Cronan, P., "Teradata Hub", Awarded January 1, 2013, Funded, Sponsored by Teradata, Awarded by Private, \$350000. (December 31, 2013).  
Teradata hardware and software to support students and faculty internally and externally

Douglas, D. E., Cronan, P., "IBM Hardware/Software for IBM Academic Hub", Funded, Sponsored by IBM, Awarded by Private, \$9000000. (January 1, 2011 - December 31, 2011).

Douglas, D. E., Cronan, P., "Microsoft Enterprise Consortium Software", Funded, Sponsored by Microsoft, Awarded by Private, \$5000000. (January 1, 2011 - December 31, 2011).

Douglas, D. E., Cronan, P., "SAP University Alliances Software", Funded, Sponsored by SAP software Grant, Awarded by Private, \$14000000. (January 1, 2011 - December 31, 2011).  
SAP Software for UA classes and external classes

Douglas, D. E., Cronan, P., "Teradata Hub", Funded, Sponsored by Teradata, Awarded by Private, \$1000000. (January 1, 2011 - December 31, 2011).

Cronan, P., Douglas, D. E., "Infrastructure to Support the Information Systems "World Class" Enterprise Systems Research, Teaching, and Outreach -- Grants/Gifts", Funded, Sponsored by SAP America, Microsoft, Teradata, and IBM, Awarded by Private, \$30000000. (November 2009 - December 2010).  
(with David E. Douglas, Director)

- > "SAP Software Grant", awarded by SAP America, \$14M, awarded 2010.
- > "Microsoft Enterprise Consortium Software Grant", awarded by Microsoft Corporation, \$75K and \$62K plus \$5M software, awarded 2010.
- > "IBM z10 Mainframe System (Hardware, Software, and Support, Year 1 of 5 Years", awarded by IBM Corporation, \$9M, awarded 2010.
- > "Teradata 2650 System (Hardware, Software, and Support, Year 1 of 5 Years", awarded by Teradata Corporation, \$1M, awarded 2010.

## **SERVICE**

### **University Service**

**College/School**

Committee Chair, Walton College Masters Advisory Committee.

Undergraduate Programs Committee. (April 2011 - Present).  
2011 - Core Review, Undergraduate Core Assessment, and AACSB Re-accreditation

Committee Member, Walton College Awards Committee. (July 2014 - June 2017).

Committee Member, Search Committee - ISYS Department Chair. (August 2010 - March 2011).  
Strategic to the ISYS Department and to Walton College

Committee Member, Accounting and Information Systems Degree Program Development Committee.  
(September 2009 - August 2010).

Vice Chair, Information Systems Department. (May 2006 - August 2010).

**Department**

Committee Chair, MIS Advisory Committee.

Program Director, Director, Master of Information Systems.

Program Director, Director, Information Systems Graduate Programs. (1985 - Present).

Committee Chair, Search Committee - ISYS Faculty. (September 2016 - April 2017).  
Clinical Assistant Professor Search Committee

Committee Chair, Search Committee - ISYS Faculty. (September 2016 - April 2017).  
Assistant Professor Search Committee (3 positions)

Committee Member, Search Committee - ISYS Faculty. (January 2015 - May 2015).  
Strategic to the ISYS Department

Peer Review Committee. (September 2011 - September 2014).

Committee Member, Search Committee - ISYS Faculty. (January 2014 - May 2014).  
Strategic to the ISYS Department

Committee Member, Search Committee - ISYS Faculty. (January 2013 - May 2013).  
Strategic to the ISYS Department

Committee Member, Search Committee - ISYS Faculty. (August 2011 - March 2012).  
Strategic to the ISYS Department

Committee Member, Search Committee - ISYS Faculty. (August 2010 - March 2011).  
Strategic to the ISYS Department

Committee Chair, Undergraduate Program Coordinator. (September 2009 - August 2010).

**University**

Committee Member, Graduate Council.

UA Teaching Academy.

Committee Member, Computing Activities Council. (January 2018 - Present).

Committee Member, University Course and Programs Committee. (2014 - Present).

Committee Member, Statistics and Analytics Interdisciplinary Graduate Degree. (July 2013 - Present).

UA-Connect Faculty Users Group. (September 2011 - Present).

Committee Chair, UA Academic Integrity Board. (August 2011 - Present).

Committee Chair, UA Academic Integrity Faculty Senate Committee. (March 2011 - Present).

Committee Member, University Course and Programs Committee. (August 2015 - August 2018).  
Graduate Faculty Representative

Committee Member, Degree Completion and Analytics Committee. (August 2015 - February 2017).

Co-Director, UA Teaching and Faculty Support Center. (August 2011 - August 2014).

Committee Member, UA Teaching Council. (July 2009 - August 2014).

Committee Member, UA Re-Accreditation Committee. (March 2013 - May 2014).

Interim Program Director, Interim Director, UA Office of Academic Integrity. (January 2013 - April 2013).  
Directed Academic Integrity Cases and worked with University Academic Integrity Boards and Office of the Provost

Co\_Chair, University Faculty Senate Service, UA Ad Hoc Academic Integrity Committee. (August 2010 - June 2011).  
Committee of the Faculty Senate. Redesigned the Academic Integrity Policy and the Code of Student Life for the University of Arkansas.

Committee Member, Graduate Council. (July 2009 - July 2010).

Committee Member, UA Computing Activities Council. (July 2009 - June 2010).

Committee Chair, UA Committee on Appointment, Promotion, and Tenure. (July 2007 - June 2010).

## **Professional Service**

Member of Professional Organization, Alpha Iota Delta. (November 2014 - November 2018).

Committee Member, Decision Sciences Institute Nominations Committee. (July 2017 - July 2018).

Committee Member, Microsoft Enterprise Consortium Board. (2007 - 2016).

Committee Member, Decision Sciences Institute Finance Committee. (July 2014 - July 2016).

Co-Chair, 2015 Analytics Congress (Pre-ICIS Seminar). (December 2015).

DSI Board of Directors, Regional Vice President, Decision Sciences Institute. (March 2011 - June 2013).

President, Southwest Decision Sciences Institute. (March 2010 - March 2011).

Advisory Board, Teradata University Network. (August 2005 - July 2010).

## **Public Service**

Activity to Bridge Campus and Community, Northwest Arkansas Community College, ISYS  
Departmental Advisory Board.  
Advisor (Curriculum and Policy) to ISYS Department, Northwest Arkansas Community College



## **Thomas P. Hayes**

University of Arkansas

Accounting

Qualifications: Scholarly Academic

Sufficiency: Participating

Email: TPHAYES@uark.edu

### **Education**

DBA, University of North Texas, 2006.

Emphasis/major: Accounting

Supporting Areas of Emphasis: Business Computer Information Systems

Dissertation Title: An Examination of the Factors that Influence an Auditor's Decision to Use a Decision Aid in Their Assessment of Management Fraud.

MACC, University of Missouri – Columbia, 1999.

BA, Westminster College, 1996.

Emphasis/major: Accounting

### **Professional Licenses and Certifications**

Certified Public Accountant, Oklahoma Accountancy Board, State. (February 1997 - Present).

Certified Public Accountant in Oklahoma

## **WORK EXPERIENCE**

### **Professional Positions**

#### **Academic - Post-Secondary**

Academic - Post-Secondary, Clinical Associate Professor, University of Arkansas, Accounting.  
(August 13, 2018 - Present).

Academic - Post-Secondary, Hill Williams Endowed Associate Professor, University of Arkansas -  
Fort Smith. (2011 - 2014).

Academic - Post-Secondary, Hill Williams Endowed Assistant Professor, University of Arkansas –  
Fort Smith. (2010 - 2011).

Academic - Post-Secondary, Assistant Professor, University of Arkansas – Fort Smith. (2006 - 2010).

### **Teaching Experience**

#### **University of Arkansas**

ACCT 2013 - ACCOUNTING PRINCIPLES, 2 terms.

ACCT 2023 - ACCT PRINCIPLES II, 11 terms.

### **Teaching Honors and Awards**

College of Business Faculty Appreciation Award, First Bank Corp. Student Leadership Council, Teaching,  
College, (2018).

UAFS College of Business award for excellence in teaching

Faculty Appreciation Award in Honor of Lori Norin, University of Arkansas - Fort Smith, Teaching,  
University, (2015).

UAFS award for excellence in teaching

## RESEARCH

### Presentations Given

- Hayes, T., International Academy of Business and Public Administration Disciplines (IABPAD) Conference proceedings, "Student satisfaction and learning using online homework tools: Evidence from accounting and economics courses," International Academy of Business and Public Administration Disciplines, Dallas, TX. (2018).
- Hayes, T. P., International Academy of Business and Public Administration Disciplines (IABPAD) Conference proceedings, "The maymester: A tool for building and retaining lifelong learners," International Academy of Business and Public Administration Disciplines, Dallas, TX. (2017).
- Hayes, T. P., International Academy of Business and Public Administration Disciplines (IABPAD) Conference proceedings, "Strategies for teaching professional skepticism in the classroom," International Academy of Business and Public Administration Disciplines, Dallas, TX. (2016).
- Hayes, T., ACTEB Conference proceedings, "Professional skepticism, confidence, and their effects on professional judgment for a management fraud task," Arkansas College Teachers of Economics & Business, Clarksville, AR. (2015).
- Hayes, T. P., Society of Business Research Conference proceedings, "Assessing management fraud risk – Are we skeptical enough?," Society of Business Research, Nashville, TN. (2014).
- Hayes, T. P., International Academy of Business and Public Administration Disciplines (IABPAD) Conference proceedings, "Student success in accounting courses: Using confidence and pretest scores to predict future performance," International Academy of Business and Public Administration Disciplines, Dallas, TX. (2013).

### Publications - Teaching Related

*Journal Article (Published)*

Hayes, T. P. "Strategies for teaching professional skepticism in the classroom: Evidence from senior-auditing students". issue2. 2016.

*Journal Article (Published)*

Hayes, T. P. "Using pretest scores to predict student performance – Evidence from upper-level accounting courses". issue1. 2012.

### Publications - Research Related

*Journal Article (Published)*

Hayes, T. P. "The initial placement of minority accounting doctoral graduates: A historical perspective". Federation of Business Disciplines. 2018.

*Journal Article (Published)*

Hayes, T. P. "Computer security threats: Small business professionals' confidence in their knowledge of common computer threats". issue1. 2012.

*Journal Article (Published)*

Hayes, T. P. "Predicting information technology adoption in small businesses – An extension of the Technology Acceptance Model". issue1. 2012.

## **SERVICE**

## **Christian Hofer**

University of Arkansas  
Supply Chain Management  
WCOB 475F

Qualifications: Scholarly Academic

Sufficiency: Participating

Phone: (479)-575-6154

Email: CHofer@walton.uark.edu

### **Brief Biography**

Dr. Hofer received his Ph.D. from the Robert H. Smith School of Business at the University of Maryland and a BA with Honors in General and International Business from the European School of Business in Reutlingen, Germany and Reims Management School, France. Dr. Hofer currently teaches classes in Retail and Consumer Products Supply Chain Management in both the full-time and part-time MBA programs. In addition, he teaches an undergraduate class in Advanced Logistics Operations. Dr. Hofer's research focuses on competitive dynamics in SCM and operations, inventory management, and aviation economics. His work has been published in Journal of Operations Management, Journal of Business Logistics, Journal of Retailing, International Journal of Production Economics, Journal of Transport Economics and Policy, Transportation Research Part E, International Journal of Logistics Management, Transportation Journal, Transportation Research Part D and Journal of the Transportation Research Forum. Prior to returning to academia in 2003, Dr. Hofer worked as a management consultant with Booz & Company in Munich, Germany.

### **Education**

PhD, University of Maryland, Robert H. Smith School of Business, 2007.

Emphasis/major: Supply Chain Management, Logistics, and Transportation

Supporting Areas of Emphasis: Operations Management, Microeconomics

Dissertation Title: Firm Decision Making Under Financial Distress: A Study of U.S. Air Fares and an Investigation of Inventories in U.S. Manufacturing Industries

BA, European School of Business Reutlingen (Germany), Reims Management School (France), Università degli Studi di Siena (Italy), 2001.

Emphasis/major: Multinational study program in General and International Business

## **WORK EXPERIENCE**

### **Professional Positions**

#### **Academic - Post-Secondary**

Academic - Post-Secondary, Assistant Professor, University of Arkansas. (August 13, 2007 - Present).

### **Teaching Experience**

#### **University of Arkansas**

MKTG 636V - SPECIAL PROBLEMS IN MARKETING, 2 terms.

MKTG 6453 - SEM TRANS/BUS LOGISTICS, 1 term.

MKTG 700V - DOCTORAL DISSERTATION, 1 term.

SCMT 3623 - INV FORECASTING ANALYTICS, 7 terms.

SCMT 560V - SPECIAL TOPICS: LOGISTICS, 1 term.

SCMT 5633 - RETAIL SUPPLY CHAIN MGMT, 5 terms.



SCMT 5663, 14 terms.  
SCMT 636V - SPEC TOPICS / SUPPLY CHAIN, 8 terms.  
SCMT 6413 - FUNDAMENTALS OF LOGISTICS, 2 terms.  
SCMT 6433 - SUPPLY CHAIN MGMT RESEARCH, 1 term.  
SCMT 700V - DOCTORAL DISSERTATION, 9 terms.  
SPCM 5663 - SUPPLY CHAIN MANAGEMENT, 1 term.  
SPCM 636V - SPEC TOPICS / SUPPLY CHAIN, 1 term.  
SPCM 700V - DOCTORAL DISSERTATION, 1 term.  
TLOG 3623 - PURCHASING / INV SYSTEMS, 4 terms.  
TLOG 5633 - RETAIL SUPPLY CHAIN MGMT, 3 terms.  
TLOG 5663 - SUPPLY CHAIN MANAGEMENT, 3 terms.  
WCOB 4993H - HONORS THESIS, 5 terms.

## **Professional Development**

Conference Attendance, "Curriculum Development for Leadership," AACSB, Chapel Hill, NC. (January 2013).

"This seminar will help schools take their leadership program to the next level. Participants will explore effective ways to enhance their schools' leadership development activities by leveraging ongoing student experiences, existing resources, and their schools' unique capabilities."

## **Teaching Honors and Awards**

MBA Teacher of the Year Award, Sam M. Walton College of Business, Teaching, (2018).

Diamond Award, Arkansas Blackboard User Group, Teaching, (2015).

MBA Teacher of the Year Award, Sam M. Walton College of Business, Teaching, (2015).

Distinguished Faculty Award, Honors College, University of Arkansas, Teaching, (2014).

Induction as a Fellow of the Teaching Academy, Teaching Academy, University of Arkansas, Teaching, (2014).

## **RESEARCH**

### **Editorial Activities**

"International Journal of Production Economics", Ad Hoc Reviewer, International.

"Journal of Air Transport Management", Air Transport Research Society, Guest Editor, International. (September 1, 2016 - Present).

"Journal of Operations Management", Associate Editor, International. (September 2014 - Present).

"Transportation Journal", Editorial Board Member, International. (July 2014 - Present).

"International Journal of Physical Distribution & Logistics Management", Ad Hoc Reviewer, International. (September 2011 - Present).

"Journal of Business Logistics", Editorial Board Member, International. (January 2011 - Present).

"International Journal of Logistics Management", Ad Hoc Reviewer, International. (October 2009 - Present).

"Transportation Research Part E", Ad Hoc Reviewer, International. (October 30, 2007 - Present).

I reviewed one paper for this journal in 2011 and one in 2009.

"Journal of Supply Chain Management", Institute of Supply Management, Associate Editor, International. (September 1, 2007 - Present).

"Transportation Journal", Guest Editor. (January 2014 - August 2014).

I guest edited the 2014 ATRS special issue of the Transportation Journal. After reviewing about 20 manuscripts, I recommended only a single paper for publication in TJ, which was published in a special section of a regular TJ issue (Vol. 53, No. 4, 2014).

## **Presentations Given**

Hofer, C., Barker, J., Decision Sciences Institute Annual Meeting, "Lean Inventory And Financial Performance: A Look Beyond The Firm Level," Chicago, DC. (November 2018).

Hofer, C., Decision Sciences Institute Annual Meeting, "The Contagion of Lean Inventory Management in the Supply Chain," Washington, DC. (November 2017).

Hofer, C., International Aviation Management Conference 2014, "The Impact of Gulf Carrier Competition on U.S. Airlines." (November 12, 2014).

Moussaoui, I. (Presenter & Author), Hofer, A. R. (Author Only), Hofer, C. (Author Only), Educators Conference, "-Antecedents and Performance Outcomes of Mimetic Isomorphism in the 3PL Industry," CSCMP, San Antonio, TX. (October 2014).

This paper investigate the role of mimetic isomorphism in terms of services offered by US 3PLs in their performance, measured in annual revenues. Data from a database extracted from a consulting firm, Armstrong & Associates, is utilized.

Hofer, C., International Conference on Logistics Engineering and Management, "When Information Becomes Insight: An Empirical Study of the Value of Benchmarking Information in OM," Shanghai Maritime University & Southwest Jiaotong University, Shnanghai, China. (October 2014).

Hofer, C., Air Transport Research Society Annual Meeting 2013, "THE EFFECT OF GULF CARRIER ENTRY ON LEGACY CARRIER TRAFFIC: AN EXPLORATORY ANALYSIS OF US DATA." (June 28, 2013).

Hofer, C., Air Transport Research Society Annual Meeting 2012, "Financial Condition, Safety Investment and Safety Performance: An Empirical Analysis of the US Airline Industry." (July 8, 2012).

Hofer, C., Air Transport Research Society Annual Meeting 2011, "On Airline Pricing Behavior During The Downturn And Recovery Phases Of Financial Turnarounds." (July 8, 2011).

Hofer, C., Air Transport Research Society Annual Meeting 2010, "Route Competition in Multi-Airport Cities: An Analysis of US Air Fares." (July 8, 2010).

## **Publications - Teaching Related**

*Case (Accepted)*

Hofer, C. Posh Purses' Retail Challenge. CSCMP.

Posh Purses (PP) is a small company that makes purses "for women with the taste of the 1% and the budget of the 99%." Last year, PP landed a major deal with a national department store chain (NDSC) that brought PP's products to more than 800 retail stores nationwide. With sales lagging behind expectations, PP needs to structure a new deal with NDSC for the upcoming fiscal year. Your task is to find a way to increase profit per linear foot of shelf space and/or increase shelf inventory turnover in a way that makes economic sense for both NDSC and PP.

*Book Chapter (Published)*

Ellram, L., Fawcett, S., Goldsby, T., Hofer, C., Rogers, D., Fawcett, S. Logistics Management Enhancing Competitiveness and Customer Value. MyEducator. July (3rd Quarter/Summer) 2015. I authored two chapters in this book (Basic Inventory Management; Advanced Inventory Management).

## **Publications - Research Related**

*Journal Article (Paper Under Review)*

Hofer, C., Barker, J., Eroglu, C. "Spillover effects between customers' and suppliers' inventory leanness".

*Journal Article (Paper Under Review)*

Elking, I., Grimm, C., Cantor, D., Hofer, C. "The Impact of Supplier Innovation on Buyer Innovation and the Moderating Effects of Proximity, Relational, and Assortative Embeddedness".

*Journal Article (Paper Under Review)*

Singh Mukandwal, P., Cantor, D., Grimm, C., Elking, I., Hofer, C. "Do Focal Firms Procure From Environmentally-Friendly Suppliers? The Link Between a Supplier's Environmental Expertise and Buying Firm's Procurement Spend".

*Journal Article (Accepted)*

Hofer, C., Volta, N., Onghena, E. "Selected papers from the 21st ATRS World Conference, Antwerp, 2017". Elsevier.

*Journal Article (Published)*

Hofer, C., Mendez, F., Kali, R. "Socio-Economic Mobility and Air Passenger Demand in the U.S". Elsevier. June 2018. 85-94.

In this research, we examine how socio-economic mobility affects domestic passenger enplanement volumes at U.S. airports. In addition to metrics such as income and population levels, socio-economic mobility has been identified as an important characteristic of the socio-economic fabric of market areas. As such, it is a potentially significant determinant of demand for goods and services, including air travel. Drawing on data from the U.S. domestic airline industry and newly available measures of socio-economic mobility, we empirically discern how the latter affects both yields and passenger counts at U.S. airports. The results offer compelling evidence that greater mobility is associated with lower air fares. In addition, our findings suggest that greater passenger volumes are also lower in areas marked by higher socio-economic mobility, all else equal. Collectively, our results document the significance of socio-economic mobility as a determinant of air travel demand and thereby highlight the importance of considering it in the context of forecasting, demand management and, ultimately, infrastructure planning.

*Journal Article (Rejected)*

Eroglu, C., Hofer, C., Hofer, A. R. "Beyond Classical Inventory Theory: How National Culture Shapes Firm-Level Inventory Holdings". Reject and Resubmit.

*Journal Article (Published)*

Hofer, C., Volta, N., Martini, G. "Selected papers from the 20th ATRS World Conference, Rhodes, 2016". April (2nd Quarter/Spring) 2018.

*Journal Article (Accepted)*

Mir, S., Lu, S.-H., Cantor, D., Hofer, C. "Content Analysis in SCM Research: Past Uses and Future Opportunities".

*Journal Article (Published)*

Kumar, A., Cantor, D., Grimm, C., Hofer, C. "Environmental Management Rivalry and Firm Performance". Journal of Strategy and Management. issue2. April (2nd Quarter/Spring) 2017.

Drawing on the competitive dynamics theoretical framework, this research builds and tests theory regarding the impact of focal and rival firm's environmental activity on the focal firm's environmental image. A firm expends resources and undertakes activities to cultivate a positive image among stakeholders. This paper examines environmental activity in the context of rivalry and its impact on environmental

image. The theory is tested with an original panel data set of 1,479 focal-rival dyad pairs. Measures of environmental activity are developed from the content analysis of corporate sustainability reports. Environmental image data is drawn from the Newsweek US 500 Green Rankings database. The main findings are that a focal firm's and a rival firm's environmental activities have a positive and negative impact on environmental image, respectively. Key research and managerial implications are discussed.

*Journal Article (Published)*

Moussaoui, I., Williams, B., Hofer, C., Aloysius, J. A., Waller, M. "Drivers of Retail On-shelf Availability: Systematic Review, Critical Assessment, and Reflections on the Road Ahead". issue5. 2016. 516-535.

*Journal Article (Published)*

Fawcett, A. M., Jin, Y., Hofer, C., Waller, M., Brazhkin, V. B. "Sweating the Assets: Asset Leanness and Financial Performance in the Motor Carrier Industry". issue1. January (1st Quarter/Winter) 2016.

*Magazine/Trade Publication (Published)*

Eroglu, C., Hofer, C., Hofer, A. R., Dedek, A. A new way to measure inventory leanness. 9 edition. CSCMP Supply Chain Quarterly. issue3. November 2015. 42-48.

*Journal Article (Published)*

Dresner, M., Eroglu, C., Hofer, C., Mendez, F., Tan, K. "The Impact of Gulf Carrier Competition on U.S. Airlines". Transportation Research: Part A. September 2015. 31-41.

*Journal Article (Published)*

Hofer, A. R., Hofer, C., Waller, M. "What Gets Suppliers to Play and Who Gets the Pay? On the Antecedents and Outcomes of Collaboration in Retailer-Supplier Dyads". issue2. July (3rd Quarter/Summer) 2014. 226-244.

*Journal Article (Published)*

Eroglu, C., Hofer, C. "The effect of environmental dynamism on returns to inventory leanness". issue6. October (4th Quarter/Autumn) 2014. 347-356.

*Journal Article (Published)*

Wang, Z., Hofer, C., Dresner, M. "Financial condition, safety investment and accident propensity in the US airline industry: A structural analysis". issue1. January (1st Quarter/Winter) 2013. 24-32.

*Journal Article (Published)*

Hofer, C., Jin, Y., Swanson, R. D., Waller, M., Williams, B. "The Impact of Key Retail Accounts on Supplier Performance: A Collaborative Perspective of Resource Dependency Theory". issue3. September 2012. 412-420.

*Journal Article (Published)*

Hofer, C., Eroglu, C., Hofer, A. R. "The Effect of Lean Production On Financial Performance: The Mediating Role Of Inventories". issue2. August 30, 2012. 242-253.

*Journal Article (Published)*

Cho, W., Windle, R. J., Hofer, C. "Route Competition in Multi-Airport Cities". issue3. July (3rd Quarter/Summer) 2012. 265-288.

*Journal Article (Published)*

Hofer, C., Cantor, D. E., Dai, J. "The Competitive Determinants of a Firm's Environmental Management Activities: Evidence from US Manufacturing Industries". issue1-2. January (1st Quarter/Winter) 2012. 69-84.

Environmental management (EM) issues have received substantial attention in operations management. While the link between EM practices and firm performance has been well studied, little is known about the competitive drivers of a firm's EM activities. In this research, a Schumpeterian economics perspective is adopted to investigate competitive interactions among leader and challenger firms in the domain of EM, with a particular focus on operational EM activities. Using econometric

methods, the empirical analysis of panel data from a broad cross-section of US manufacturing firms reveals that such rivalry does exist and that the effect of a rival's past EM activity on a focal firm's EM activity is greater for more profitable and smaller firms. In addition, firm characteristics such as market leadership, firm size and firm profitability are found to significantly affect the magnitude of a firm's EM activities. This study presents theoretical and empirical evidence of rivalrous behaviors in the domains of EM and OM and, thus, has interesting implications for operations management research and practice.

*Journal Article (Published)*

Hofer, A. R., Hofer, C., Eroglu, C., Waller, M. "An Institutional Theoretic Perspective on Forces Driving Adoption of Lean Production Globally: China Vis-À-Vis the United States". issue2. August 2011. 148-178.

This study explores the diffusion of lean production technologies in China. Taking an institutional perspective, we theorize about how economic, socio-cultural and regulative forces in China have shaped the adoption process of lean practices among Chinese manufacturers. The resulting research hypotheses are empirically tested using survey data obtained from Chinese and US manufacturing executives. The results show that many lean practices are implemented to a greater extent in China than in the US. Activities requiring employee involvement, however, are found to be implemented to a lesser extent in China than in the US. The analyses and discussions presented in this study may help firms gain a better understanding of the unique opportunities and challenges of lean production in China. Likewise, this work adds to the emerging theory of lean production by presenting a theoretical framework that explores the impact of contextual economic, socio-cultural and regulative factors on lean production adoption.

*Journal Article (Published)*

Eroglu, C., Hofer, C. "Inventory Types and Firm Performance: Vector Autoregressive and Vector Error Correction Models". issue3. July (3rd Quarter/Summer) 2011. 227-239.

The effect of inventory management on firm performance has been well documented. Most previous research, however, has focused on the performance effects of total inventories and has ignored the potentially differential performance effects of raw materials, work-in-process and finished goods inventories. This research investigates the effects of various inventory types on firm performance. The empirical analyses of data from US manufacturing industries, conducted in several stages, reveal that the magnitude of the inventory-performance relationship varies by type of inventory and across industries. Specifically, raw materials inventories have a greater impact on firm performance than work-in-process and finished goods inventories. As a possible explanation, intertemporal interactions among these inventory types are explored using vector autoregressive and vector error correction models. The results suggest that raw materials and finished goods inventories asymmetrically affect each other over time. Implications for research and practice as well as future research opportunities are discussed.

*Journal Article (Published)*

Eroglu, C., Hofer, C. "Lean, Leaner, Too Lean? the Inventory-Performance Link Revisited". issue4. May 2011. 356-369.

While firms increasingly adopt lean inventory practices, there is limited evidence that inventory leanness leads to improved firm performance. This study reexamines this relationship in an attempt to overcome some shortcomings of previous research. To that end, a theory-based measure of inventory leanness, which takes into account industry-specific inventory management characteristics, is proposed. The analysis of a large panel data set of U.S. manufacturing companies reveals that the significance and shape of the inventory-performance relationship varies substantially across industries. This relationship is significant in two-thirds of the 54 industries studied. In most of these instances, the relationship is concave, suggesting that there is an optimum level of inventory leanness beyond which firm performance deteriorates. A post-hoc analysis is conducted to identify industry-level characteristics that may determine the nature the inventory-performance relationship. Managerial implications are discussed and several opportunities for future research are outlined.

*Journal Article (Rejected)*

Hofer, C., Waller, M., Hofer, A. R. "Toward an Organizational Theory of Inventory: A Resource Dependence Theory Perspective on the Power-Inventory Relationship". The paper is currently under revision for submission for a different outlet.

*Book Chapter (Published)*

Hofer, C. On Airline Pricing Behavior During Financial Turnarounds. Emerald.

This chapter contributes to the literature on the effects of airline financial distress on ticket prices. Past research has presented evidence that distressed carriers' fares are lower, all else equal. Yet, little is known about how such price effects vary throughout the turnaround process. Based on the contention that the effect of distress on air fares is non-linear, this research aims to provide more detailed insights into the nature and magnitude of distressed carriers' pricing actions during the downturn and recovery phases of the turnaround process. Several hypotheses are developed and tested using a large panel data set from the US domestic airline industry. The empirical analyses provide ample support for the contention that a distressed firm's strategic options and, thus, its pricing behavior change as the firm proceeds through the downturn and recovery phases. Regulators will be interested to learn more about the effect of distress on air fares and, hence, social welfare. Likewise, airline managers will benefit from a greater understanding of their distressed competitors' pricing behaviors.

*Journal Article (Published)*

Hofer, C., Eroglu, C., Hofer, C. "Investigating the effects of economies of scope on firms' pricing behavior: Empirical evidence from the US domestic airline industry". Transportation Research Part E: Logistics and Transportation Review. issue1. January (1st Quarter/Winter) 2010. 109-119.

This study investigates to what extent cross-product (belly cargo) output affects (passenger ticket) prices in the US domestic airline industry. The empirical analysis indicates that greater cargo volumes generally result in lower air fares, presumably as a result of the airlines' realization of economies of scope. This magnitude of this price effect, however, depends on certain firm and route market characteristics. The findings of this study add to extant research on economies of scope, multi-product yield management and airline pricing and provide important insights for policy makers and airline managers alike.

*Journal Article (Published)*

Hofer, C., Dresner, M., Windle, R. "The Environmental Effects of Airline Carbon Emissions Taxation in the US". Transportation Research: Part D. issue1. January (1st Quarter/Winter) 2010. 37-45.

This study investigates how air traffic emissions taxes may impact total carbon emissions in the US. The magnitude of emissions savings in the US. domestic airline industry that would result from lower demand for air travel as taxes are levied and air fares increase is estimated. At the same time, the air-automobile substitution effect is considered and it is argued that some air travelers may divert to automobiles, thus increasing automobile carbon emissions. Both the analysis of the aggregate U.S. domestic airline industry and the study of a sample of US. domestic route markets indicate that potentially sizeable increases in automobile traffic and related emissions may substantially reduce the environmental benefits of air travel carbon emissions taxes. In some instances, total carbon emissions may even increase in short-haul markets. Sensitivity analyses are performed to demonstrate the robustness of these findings.

## **Contracts, Grants, and Sponsored Research**

Hofer, C. (Primary Investigator), "The Contagion of Lean Inventory management in the Supply Chain", Submitted November 1, 2017, Funded, Sponsored by Arkansas Department of Higher Education, Awarded by State, \$3125.

## **Research Honors and Awards**

Highly Commended Paper Award, Journal of Strategy & Management, Scholarship/Research, International, (2018).

Title of paper: "Environmental management rivalry and firm performance"

Finalist, Journal of Business Logistics Bernard J. La Londe Best Paper Award 2017, Journal of Business Logistics, Scholarship/Research, (2017).

Outstanding "All Around" Faculty Award, Sam M. Walton College of Business, Scholarship/Research, (2014).

Winner, Jack Meredith Best Paper Award, Journal of Operations Management, Scholarship/Research, (2013).

Best Paper Award, International Journal of Logistics Management, Scholarship/Research, (2012).

Finalist, Jack Meredith Best Paper Award, Journal of Operations Management, Scholarship/Research, (2012).

## **SERVICE**

### **University Service**

#### **College/School**

Committee Member, Master's Programs Committee. (September 2017 - Present).

Various guest lectures. (January 2017 - Present).

Guest lectures during full-time MBA and EMBA orientation sessions; guest lecture for WCOB 6111 (Ph.D. Teaching Seminar)

Committee Member, MBA Committee. (September 2016 - Present).

Committee Member, Full-time MBA Program redesign. (January 2015 - December 2017).

Committee Chair, Doctoral Program Committee. (August 2011 - July 2017).

As the departmental Ph.D. Program Coordinator, I was also a member of the college doctoral program committee (chair from 8/2015 to 7/2017).

Committee Member, Entrepreneurship Task Force. (January 2016 - May 2016).

Committee Member, Teaching Effectiveness Steering Committee. (June 2008 - May 2014).

I participated in a committee meeting and a luncheon for first year Ph.D. students.

Committee Member, Placement and Co-op Advisory Committee. (August 2007 - August 2011).

I reviewed about six coop reports and ranked them by quality to help determine the winner of the outstanding coop award.

#### **Department**

Committee Chair, Departmental Doctoral Program Committee. (August 2011 - July 2017).

As the departmental Ph.D. Program Coordinator, I worked with current and prospective doctoral students and took care of any administrative issues relating to students' admission into or progression through the Ph.D. program.

Committee Member, Hiring committee for SCM faculty position 2015. (January 2015 - April 2015).

Conference Program Organizer, 2013 Logistics Doctoral Symposium. (January 2013 - April 2013).

I organized the 2013 Logistics Doctoral Symposium. This event brings together logistics & SCM faculty and doctoral students from leading universities across the country.

We hosted about 80 attendees for this three-day event (April 4-6). I developed the program, assigned speakers, put together panels, and organized event logistics (with Jennifer's help!).

Support, MKTL Ph.D. Program recruiting (support only). (2010 - 2011).

I assisted Steve Kopp in selecting prospective Ph.D. students on the Logistics side of the department and helped organize their campus visits.

Committee Member, Hiring committee for SCM faculty position 2010. (August 2010 - November 2010).

I was a member of the hiring committee for the SCM faculty position opening in 2010. As a member of this committee, I participated in the pre-screening, interviewing and selection process.

### **University**

Ad-hoc (replacement) member, All University Academic Integrity Board. (December 2018).

Filled in for permanent member (Jen Kish-Gephart) in December AUAIB meeting

Committee Member, All University Academic Integrity Board. (December 2018).

### **Professional Service**

Committee Member, CSCMP Research Strategies Committee. (January 2017 - Present).

Chaired (and continue to chair) the subcommittee on Research Incubation and Curation.

Developed module on "Student Engagement", AACSB Online Teaching Effectiveness Seminar. (January 2016 - Present).

Developed module throughout the spring 2016 semester; facilitated online delivery in Feb/March 2018 and June 2018.

Vice President, Air Transport Research Society. (July 2013 - Present).

I was appointed to the position of VP of Programs in 2013. In this position, I am in charge of overseeing the organization of the annual conferences of the Air Transport Research Society. I organized the academic aspects of the conferences in Bordeaux (2014), Singapore (2015), Rhodes (2016), Antwerp (2017), and Seoul (2018). I will also organize the next conference in Amsterdam in 2019.

Conference Program Organizer, AACSB Seminar "Developing & Delivering a SCM Curriculum". (January 2017 - May 2017).

I co-organized (planned and delivered) this seminar in cooperation with Kuehne Logistics University in Hamburg, Germany.

Conference Program Organizer, AACSB Seminar "Developing & Delivering a SCM Curriculum". (January 2016 - March 2016).

Conference Program Organizer, AACSB Seminar "Curriculum Development for Supply Chain Management". (March 2014).

I was in charge of organizing the AACSB seminar in "curriculum development for SCM." The Walton College hosted this seminar (about 40 attendees) in March 2014 (3/13-3/14). I was in charge of developing the program (and significant parts of the content) and organizing the event logistics. I was also the key contact for AACSB.

We will host the second AACSB SCM seminar in March 2015.

### **Service Honors and Awards**

#### **Service, Professional**

Best Reviewer Award, Journal of Business Logistics, Service, Professional, (2015).

Best Reviewer Award, Journal of Operations Management, Service, Professional, (2015).

Best Reviewer Award, Journal of Supply Chain Management, Service, Professional, (2012).



## **Scott Hsu**

University of Arkansas

Finance

WCOB 343C

Qualifications: Scholarly Academic

Sufficiency: Participating

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Email: hh021@uark.edu

### **Education**

PhD, University of North Carolina- Chapel Hill, 2007.

Emphasis/major: Finance

Dissertation Title: Dissertation: "Essays on Venture Capital and Initial Public Offerings"

MA, University of Southern California, 2002.

Emphasis/major: Economics

BBA, National Taiwan University, 1998.

Emphasis/major: Finance

### **WORK EXPERIENCE**

#### **Professional Positions**

##### **Academic - Post-Secondary**

Academic - Post-Secondary, Assistant Professor, Sam M. Walton College of Business. (August 15, 2015 - Present).

Academic - Post-Secondary, Assistant Professor in Finance, University of Wisconsin- Milwaukee. (August 2007 - Present).

Academic - Post-Secondary, Visiting Assistant Professor, Purdue University. (August 2012 - May 2013).

#### **Teaching Experience**

##### **University of Arkansas**

FINN 3603 - CORPORATE FINANCE, 6 terms.

FINN 4233 - ADV CORPORATE FINANCE, 4 terms.

FINN 5303 - ADV CORPORATE FINANCIAL M, 7 terms.

FINN 6333 - EMPIRICAL RESEARCH IN FINANCE, 1 term.

### **RESEARCH**

#### **Editorial Activities**

"Journal of Corporate Finance", Ad Hoc Reviewer, International. (December 2018 - February 2019).

"International Review of Economics and Finance", Ad Hoc Reviewer, International. (November 2018 - December 2018).

"Journal of Business Research", Ad Hoc Reviewer, International. (October 2018 - December 2018).

"Hong Kong Research Grant Counsel", Ad Hoc Reviewer, International. (March 2018 - April 2018).

"Asia-Pacific Journal of Financial Studies", Ad Hoc Reviewer, International. (October 2017 - November 2017).

"Asia-Pacific Journal of Financial Studies", Ad Hoc Reviewer, International. (October 2016 - November 2016).

"Management and Organization Review", Ad Hoc Reviewer, International. (October 2016 - November 2016).

"Economic Journal", Ad Hoc Reviewer, International. (September 2016 - November 2016).

"Journal of Business Finance and Accounting", Ad Hoc Reviewer, International. (January 2016).

"Hong Kong Research Grants Counsel", Ad Hoc Reviewer, International. (April 2015 - May 2015).

### **Presentations Given**

Hsu, S., Financial Management Association, "Personal Bankruptcy Laws and Corporate Policies," Financial Management Association. (October 19, 2017).

Hsu, S. (Presenter & Author), Northern Finance Association Annual Meetings, "Investment Allocation and Performance in Venture Capital," Northern Finance Association. (September 18, 2017).

Hsu, S. (Presenter & Author), Financial Management Association Asia, "Investment Allocation and Performance in Venture Capital," Financial Management Association, Taipei, Taiwan. (May 26, 2017).

Hsu, S. (Presenter & Author), Southern Finance Symposium, "Beauty Is Wealth: CEO Appearance and Shareholder Value," Southern Finance Symposium, Tulsa, OK. (March 31, 2017).

Hsu, S., University of Mississippi, "Beauty Is Wealth: CEO Appearance and Shareholder Value," Oxford, MS. (October 2016).

Hsu, S., Quadrant Asset Management and Asper School of Business Investment Conference, "Beauty is Wealth: CEO Appearance and Shareholder Value," Quadrant Asset Management and Asper School of Business, Winnepeg, CA. (October 2, 2015).

Hsu, S., Chinese International Conference in Finance (CICF) Conference, "Beauty is Wealth: CEO Appearance and Shareholder Value." (July 8, 2015).

Hsu, S., American Accounting Association Ohio Meetings, "Does Sex Matter? Board Gender and Corporate Policies." (April 29, 2015).

Hsu, S., American Finance Association, "Beauty is Wealth: CEO Appearance and Shareholder Value." (January 3, 2015).

### **Publications - Research Related**

#### *Journal Article (Accepted)*

Hsu, S. "Personal Bankruptcy Laws and Corporate Policies".

#### *Manuscript (Working Paper)*

Hsu, S., Jandik, T., Lu, J. Managing with Private Equity Style: CEOs' Prior Buyout Target Experiences and Corporate Policies. Submitted for 2019 Financial Management Association International Conference program consideration.

*Journal Article (Published)*

Hsu, S. "Politically Connected Private Equity and Employment". April (2nd Quarter/Spring) 2017.

*Journal Article (Published)*

Hsu, S. "Do Managers Matter for Corporate Innovations?". April (2nd Quarter/Spring) 2016.

This paper examines the ability of latent firm and manager characteristics to explain variation in innovation productivity. Evidence suggests that latent, but not observable, firm and manager characteristics explain a large portion of the variation in a firm's innovation productivity. Our tests mostly show that latent firm characteristics explain slightly more of the variation relative to latent manager characteristics. For robustness, our analysis shows no significant difference in the average change in innovation productivity and in abnormal returns following two different samples of manager-firm separations: one where managers' expected innovation abilities are high and the other a random sample. Overall, the results suggest that compared to firm characteristics, managers matter moderately less for corporate innovation.

*Journal Article (Published)*

Hsu, S. "Industry Technological Innovations and Initial Public Offerings: An Empirical Analysis". Journal of Accounting and Finance. 2014.

*Journal Article (Published)*

Hsu, S. "Technology Timing of IPOs and Venture Capital Incubation". February 2013.

This paper investigates whether industry technological changes affect the timing of venture capital-backed IPOs. Venture capitalists (VCs) shorten incubation periods and take portfolio companies public when the industry exhibits high levels of technological change. This technology timing of IPOs reflects the VCs' efforts to raise future capital. In particular, during periods of greater technological change, VCs that conduct IPOs after shorter incubation periods obtain more subsequent funding. However, portfolio companies with shorter incubation periods earn fewer patents, are less likely to survive, and experience worse stock returns after their IPOs. These findings provide new insights into VCs' strategic exit decisions due to changes in the technological environment, as well as how their decisions affect the post-exit performance of their portfolio companies.

*(Published)*

Hsu, S. The New Game in Town: Competitive Effects of IPOs. April (2nd Quarter/Spring) 2010.

We analyze the effect of initial public offerings (IPOs) on industry competitors and provide evidence that companies experience negative stock price reactions to completed IPOs in their industry and positive stock price reactions to their withdrawal. Following a successful IPO in their industry, they show significant deterioration in their operating performance. These results are consistent with the existence of IPO-related competitive advantages through the loosening of financial constraints, financial intermediary certification, and the presence of knowledge capital. These aspects of competitiveness are significant in explaining the cross-section of underperformance as well as survival probabilities for competing firms.

## **Research Honors and Awards**

Runner-up, Collier Institute of Venture 2017 Research Award, University of Tel Aviv, Collier Institute of Venture, University of Tel Aviv, Scholarship/Research, (2017).

My research paper "Investment Allocation and Performance in Venture Capital" received this international recognized research award.

Gender Issues and Work Life Balance Award, American Accounting Association 2015 Ohio Meetings, Scholarship/Research, (2015).

My paper "Does Sex Matter? Board Gender and Corporate Policies" won this award while presenting at American Accounting Association 2015 Ohio Meetings.

## **SERVICE**

## **University Service**

### **College/School**

Committee Member, Committee for Strategic Planning - Analytics initiative. (February 2017 - April 2017).

Committee Member, Faculty Awards Committee. (February 2017).

Committee Member, MBA Appeal Committee. (January 2017 - February 2017).

### **Department**

Co-chair, Faculty Recruiting Committee. (September 2018 - December 2018).

Committee Member, Faculty Recruiting Committee. (October 2017 - December 2017).

Committee Member, Faculty Recruiting Committee. (October 2015 - November 2015).  
Faculty Recruiting Committee

## **Professional Service**

Committee Member, Financial Management Association, San Diego, CA. (February 2018 - March 2018).

Review papers submitted to the Conference

Conference Discussant, Northern Finance Association. (September 2016).

Discussant in the Northern Finance Association Annual Meetings

Conference Discussant, Western Finance Association. (June 2016).

Discussant in the Western Finance Association Annual Meetings

Conference Chairperson, Session Chair, 2015 Financial Management Association Annual Meetings. (October 2015).

To chair a session at the Financial Management Association

Conference Discussant, Discussant, 2015 Financial Management Association Annual Meetings. (October 2015).

To discuss a paper at the Financial Management Association

## **Tomas Jandik**

University of Arkansas

Finance

WCOB WCOB321

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Sufficiency: Participating

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### **Brief Biography**

- Dr. Jandik received his PhD in Finance from the Katz Graduate School of Business at the University of Pittsburgh. He is the winner of 2018 Walton College Outstanding All-Around Faculty Award and is a former Fulbright Scholar. Dr. Jandik's research has been published in top finance and business journals such as the Journal of Financial Economics, the Journal of Financial and Quantitative Analysis, the Financial Management, the Journal of Corporate Finance, and the Journal of International Business Studies. His work has been featured in Financial Times, on National Public Radio, as well as in popular business and industry journals such as Dow Jones MarketWatch, Chief Executive Magazine, Risk Management Magazine, and EnergyBiz. His research has also been presented at the U.S. Securities and Exchange Commission. He currently serves as an Associate Editor for The Financial Review.
- Dr. Jandik has taught many financial management, corporate valuation, and real options courses in the United States, Czech Republic, and Panama. He received the Walton College Excellence in Teaching Award in 2017 and was named the Walton College MBA Teacher of the Year in 2016. In addition, he has extensive experience with executive education and consulting for companies such as Wal-Mart Stores, Inc. (corporate headquarters), ABB Ltd., Pittsburgh Penguins, CEZ Group (European electric utility conglomerate), and PPF Group (European financial company).

### **Education**

PhD, University of Pittsburgh, 2000.  
Emphasis/major: Finance

MS, Czech Technical University, 1993.  
Emphasis/major: Math/Engr.

## **WORK EXPERIENCE**

### **Professional Positions**

#### **Academic - Post-Secondary**

Academic - Post-Secondary, Professor of Finance and Dillard's Chair in Corporate Finance, University of Arkansas. (2016 - Present).

Academic - Post-Secondary, Edward W. and Anna L. Reed Endowed Associate Professor of Finance, University of Arkansas. (2014 - 2016).

Academic - Post-Secondary, Associate Professor of Finance, University of Arkansas. (2007 - 2014).

### **Teaching Experience**

#### **University of Arkansas**

FINN 3603 - CORPORATE FINANCE, 2 terms.

FINN 4233 - ADV CORPORATE FINANCE, 5 terms.

FINN 5113 - CORPORATE FINANCIAL MGMT, 12 terms.  
FINN 5223 - FINANCIAL MARKETS & VALUATION, 9 terms.  
FINN 5303 - ADV CORPORATE FINANCIAL MGMT, 11 terms.  
FINN 6233 - SEMINAR IN FINANCIAL MGMT, 3 terms.  
FINN 6333 - EMPIRICAL RESEARCH IN FINANCE, 1 term.  
FINN 700V - DOCTORAL DISSERTATION, 2 terms.  
MBAD 511V - CORPORATE FINANCIAL MGMT, 11 terms.

## Professional Development

Conference Attendance, ""2018 Financial Management Association", " Financial Management Association, San Diego, CA. (October 2018).

Papers presented: "CEO Network Centrality and IPO Performance" and "Creditor Governance"

Conference Attendance, ""2017 Financial Management Association", " Financial Management Association, Boston, MA. (October 2017).

Paper presented: "Friends or Foes? Divisional Managers and Efficiency of Capital Allocation" ("TOP 10" session)

Conference Attendance, ""2017 Financial Management Association", " Financial Management Association, Boston, MA. (October 2017).

Paper presented: "CEO Network Centrality, CEO Connections, and Insider Trading Gains" ("High-quality paper session")

Conference Attendance, ""2017 Eastern Finance Association", " Eastern Finance Association, Jacksonville, FL. (April 2017).

Paper presented

Conference Attendance, ""2017 Midwest Finance Association Conference", " Midwest Finance Association, Chicagi, IL. (March 2017).

Paper presented

Conference Attendance, ""2017 Southwestern Finance Association", " Southwestern Finance Association, Little Rock, AR. (March 2017).

Paper presented

Conference Attendance, ""2016 Southern Finance Association", " Southern Finance Association, Sandestin, FL. (2016).

Paper presented by the co-author

""The 5rd Annual CIRANO-Sam M. Walton College of Business Workshop on Networks in Trade and Finance", " CIRANO + University of Arkansas, Fayetteville, AR. (October 2016).

Paper presentation

""2015 University of Massachusetts Lowell Finance Seminar Series", " Lowell, MA. (November 2015).

Conference Attendance, ""2015 Financial Management Association", " Financial Management Association, Orlando, FL. (October 2015).

Paper presented

Conference Attendance, ""2015 Eastern Finance Association", " Eastern Finance Association, New Orleans, LA. (April 2015).

Paper presented

Conference Attendance, ""2015 Eastern Finance Association Conference", " Eastern Finance Association. (September 2014 - April 2015).

Program Track Chair - Investments

Conference Attendance, ""2015 Southwestern Finance Association", " Eastern Finance Association, Houston, TX. (March 2015).

Winner of the "Best Paper in Corporate Finance" Award

""The 3rd Annual CIRANO-Sam M. Walton College of Business Workshop on Networks in Trade and Finance", " CIRANO + University of Arkansas, Fayetteville, AR. (October 2014).

Paper presented

Conference Attendance, ""2014 Financial Management Association", " Financial Management Association. (October 2014).

Paper presented

""2014 Southwest Finance Symposium", " University of Tulsa, Tulsa, OK. (April 2014).

Paper presented

Conference Attendance, ""2014 Financial Management Association European Conference", " Financial Management Association, Maastricht, Netherlands. (November 2013 - January 2014).

Program Committee Member

Conference Attendance, ""2013 Society of Business Research Conference", " Society of Business Research, Scottsdale, AZ. (2013).

Paper presented by the co-author

Conference Attendance, ""2014 Midwest Finance Association Conference", " Midwest Finance Association, Orlando, FL. (October 2013 - November 2013).

Program Committee Member

Conference Attendance, ""2013 Financial Management Association", " Financial Management Association, Chicago, IL. (October 2013).

Paper Co-presenter (2 papers)

""2013 Texas Christian University Finance Seminar Series", " Fort Worth, TX. (September 2013).

Paper presenter

Conference Attendance, ""2013 Financial Management Association European Conference", " FMA, Luxembourg. (June 2013).

Paper presenter

Conference Attendance, ""2013 European Financial Management Conference", " EFMA, Reading, United Kingdom. (June 2013).

Paper presented by the co-author

Conference Attendance, ""2013 Financial Management Association European Conference", " Financial Management Association, Luxembourg. (November 2012 - January 2013).

Program Committee Member

Conference Attendance, ""2012 Eastern Finance Association", " Eastern Finance Association, Boston, MA. (2012).

Paper presented by the co-author

Conference Attendance, ""2012 Annual CIRANO Workshop on Networks in Trade and Finance", " CIRANO. (November 2012).

Paper Presenter

""2012 Colorado State University Finance Seminar Series", " Fort Collins, CO. (October 2012).

Paper presenter

Conference Attendance, ""2012 Financial Management Association", " Financial Management Association, Atlanta, GA. (October 2012).

Paper Co-presenter

""2012 Southwest Finance Symposium", " University of Tulsa, Tulsa, OK. (March 2012).

Paper presented by co-author

Conference Attendance, ""2011/2012 SFS Cavalcade Convergence", " Society of Financial Studies, Charlottesville, VA. (October 2011).

Program Committee Member

Conference Attendance, ""2011 Eastern Finance Association", " Eastern Finance Association, Savannah, GA. (April 2011).

Paper accepted for the program (conference not attended)

Conference Attendance, ""2011 Midwest Finance Association", " Midwest Finance Association, Chicago, IL. (March 2011).

Paper presented by the co-author

Conference Attendance, ""2010 Southern Finance Association Conference", " Southern Finance Association, Asheville, NC. (November 2010).

Paper presented by co-author

Conference Attendance, ""2010 Southern Finance Association Conference", " Southern Finance Association, Asheville, NC. (November 2010).

Program committee member

Conference Attendance, ""2010 Financial Management Association Conference", " Financial Management Association, New York, NY. (October 2010).

Paper presented

## **Teaching Honors and Awards**

Walton College Excellence in Teaching Award, Walton College of Business, University of Arkansas, Teaching, (2017).

MBA Teacher of the Year, Walton College of Business, University of Arkansas, Teaching, (2016).

## **RESEARCH**

### **Editorial Activities**

"Journal of Corporate Finance", Ad Hoc Reviewer, International. (2016 - Present).

Reviewing 1-2 papers every year

"The Financial Review", Eastern Finance Association, Associate Editor, International. (June 2015 - Present).

"Journal of Banking and Finance", Ad Hoc Reviewer, International. (2015).

"Journal of Multinational Financial Management", Ad Hoc Reviewer, International. (2012 - 2013).

"Journal of International Business Studies", Ad Hoc Reviewer, International. (2011 - 2013).

Multiple papers

"European Financial Management", Ad Hoc Reviewer, International. (2011).



"Journal of Banking and Finance", Ad Hoc Reviewer, International. (2010 - 2011).

## **Presentations Given**

- Jandik, D. G. (Author), Jandik, T. (Presenter & Author), Xu, W. (Presenter & Author), Financial Management Association International, "CEO network centrality and IPO performance," FMA, San Diego, CA. (2018).
- El-Khatib, R. (Author), Jandik, D. G. (Author), Jandik, T. (Presenter & Author), Southwest Finance Symposium, "CEO Network Centrality, CEO Connections, and Insider Trading Gains," University of Tulsa, Tulsa, OK. (2018).
- Jandik, T. (Author), McCumber, W. R. (Presenter & Author), Financial Management Association International, "Creditor Governance," FMA, San Diego, CA. (2018).
- Jandik, T. (Presenter & Author), Louisiana State University Finance Seminar Series, "Divisional Manager Connectedness and Capital Allocation Efficiency," Louisiana State University, Baton Rouge, LA. (March 2018).
- Jandik, T. (Presenter & Author), Florida Atlantic University Finance Seminar Series, "Divisional Manager Connectedness and Capital Allocation Efficiency," Florida Atlantic University, Boca Raton, FL. (January 2018).
- Jandik, D. G. (Author Only), Jandik, T. (Author Only), Xu, W. (Presenter & Author), Eastern Finance Association, "CEO network centrality and IPO performance," EFA, Jacksonville, FL. (2017).
- Jandik, D. G. (Author Only), Jandik, T. (Author Only), Xu, W. (Presenter & Author), Midwest Finance Association, "CEO network centrality and IPO performance," MFA, Chicago, IL. (2017).
- Jandik, D. G. (Author Only), Jandik, T. (Author Only), Xu, W. (Presenter & Author), Southwestern Finance Association, "CEO network centrality and IPO performance," SWFA, Little Rock, AR. (2017).
- El-Khatib, R. (Author Only), Jandik, D. G. (Author Only), Jandik, T. (Presenter & Author), Financial Management Association International, "CEO Network Centrality, CEO Connections, and Insider Trading Gains," FMA, Boston, MA. (2017).
- Jandik, T. (Presenter & Author), Salikhova, T. (Presenter & Author), Financial Management Association International, "Friends or foes? Divisional Managers and Efficiency of Capital Allocatio," FMA, Boston, MA. (2017).
- Jandik, D. G. (Author Only), Jandik, T. (Presenter & Author), Xu, W. (Presenter & Author), The 5th Annual CIRANO-Sam M. Walton College of Business Workshop on Networks in Trade and Finance, "CEO Network Centrality and IPO Performance," CIRANO + University of Arkansas, Fayetteville, AR. (2016).
- Jandik, T. (Author Only), McCumber, W. (Presenter & Author), Stanton, P. (Author Only), Southern Finance Association Conference, "Global Private Capital: A Network Perspective," Southern Finance Association, Sandestin, FL. (2016).
- Jandik, T. (Presenter & Author), Lallemand, J. (Author Only), Financial Management Association International, "Do Capital Structure Adjustments by Takeover Targets Influence Acquisition Gains?," FMA, Orlando, FL. (2015).

- Jandik, T. (Author Only), McCumber, W. (Presenter & Author), The 4th Annual CIRANO-Sam M. Walton College of Business Workshop on Networks in Trade and Finance, "Global Private Capital: A Network Perspective," CIRANO + University of Arkansas. (2015).
- El Khatib, R. (Presenter & Author), Fogel, K. (Author Only), Jandik, T. (Presenter & Author), Eastern Finance Association, "Impact of Shareholder Activism on the Functioning of the Market for Corporate Control," EFA, New Orleans, LA. (2015).
- El Khatib, R. (Presenter & Author), Fogel, K. (Author Only), Jandik, T. (Presenter & Author), Southwestern Finance Association, "Impact of Shareholder Activism on the Functioning of the Market for Corporate Control," SWFA, Houston, TX. (2015).
- Jandik, T. (Author Only), Fogel, K. (Author Only), McCumber, W. (Presenter & Author), Louisiana State University Finance Seminar Series, "CFO Network Centrality and Private Debt," Louisiana State University, Baton Rouge, LA. (2014).
- Jandik, T. (Presenter & Author), Fogel, K. (Author Only), McCumber, W. (Author Only), Southwest Finance Symposium, "CFO Network Centrality and Private Debt," University of Tulsa. (2014).
- Jandik, T. (Author Only), McCumber, W. (Presenter & Author), Fogel, K. (Author Only), Southwestern Finance Association Conference, "CFO Network Centrality and Private Debt," Southwestern Finance Association. (2014).
- Jandik, T. (Presenter & Author), Fogel, K. (Author Only), McCumber, W. (Presenter & Author), The 3rd Annual CIRANO-Sam M. Walton College of Business Workshop on Networks in Trade and Finance, "CFO Network Centrality and Private Debt," CIRANO + University of Arkansas, Fayetteville, AR. (2014).
- Jandik, T. (Presenter & Author), McCumber, W. (Presenter & Author), Financial Management Association International, "The Structure of Private Debt Syndications," FMA, Nashville, TN. (2014).
- Jandik, T. (Presenter & Author), Lallemand, J. (Presenter & Author), Financial Management Association International, "Causes and Consequences of Debt Issuances by Targets of Withdrawn Takeovers," FMA, Chicago, IL. (2013).
- Jandik, T. (Author Only), Fogel, K. (Presenter & Author), El-Khatib, R. (Author Only), Southern Finance Association Conference, "CEO Network Centrality and Merger Performance," Southern Finance Association. (2013).
- Jandik, T. (Presenter & Author), McCumber, W. (Presenter & Author), Fogel, K. (Author Only), Financial Management Association International, "CFO Network Centrality and Private Debt," FMA, Chicago, IL. (2013).
- Jandik, T. (Author Only), Lallemand, J. (Presenter & Author), European Financial Management Association Conference, "Do Capital Structure Adjustments by Takeover Targets Influence Acquisition Gains?," EFMA, Reading, United Kingdom. (2013).
- Jandik, T. (Presenter & Author), Lallemand, J. (Author Only), Financial Management Association European Conference, "Do Capital Structure Adjustments by Takeover Targets Influence Acquisition Gains?," FMA, Luxembourg. (2013).
- Jandik, T. (Presenter & Author), Texas Christian University Finance Seminar Series, "Do Capital Structure Adjustments by Takeover Targets Influence Acquisition Gains?," Texas Christian University, Fort Worth, TX. (2013).
- Jandik, T. (Author Only), Lallemand, J. (Presenter & Author), Society of Business Research Conference, "Value Impact of Debt Issuances by Targets of Withdrawn Takeovers," Society of Business Research, Scottsdale, AZ. (2013).

- Jandik, T. (Presenter & Author), Jandik, D. G. (Presenter & Author), Financial Management Association International, "Adoptions and Eliminations of Economic Profit Plans and Internal Capital Markets Efficiency," FMA, Atlanta, GA. (2012).
- Jandik, T. (Presenter & Author), University of Arkansas Accounting Seminar Series, "Adoptions and Eliminations of Economic Profit Plans and Internal Capital Markets Efficiency," University of Arkansas, Fayetteville, AR. (2012).
- Jandik, T. (Author Only), Lallemand, J. (Presenter & Author), University of Denver Finance Seminar Series, "Causes and Consequences of Debt Issuances by Targets of Withdrawn Takeovers," University of Denver, Denver, CO. (2012).
- Jandik, T. (Presenter & Author), Annual CIRANO Workshop on Networks in Trade and Finance, "CEO Network Centrality and Merger Performance," CIRANO, Montreal, Canada. (2012).
- Jandik, T. (Presenter & Author), Colorado State University Finance Seminar Series, "CEO Network Centrality and Merger Performance," Colorado State University, Fort Collins, CO. (2012).
- Fogel, K. (Presenter & Author), Jandik, T. (Author Only), Southwest Finance Symposium, "CEO Network Centrality and Merger Performance," University of Tulsa. (2012).
- Jandik, T. (Author Only), McCumber, W. R. (Presenter & Author), Eastern Finance Association, "Governance, Takeover Probability, and the Cost of Private Debt," EFA, Boston, MA. (2012).
- Jandik, T. (Author Only), McCumber, W. R. (Presenter & Author), Financial Management Association International, "Governance, Takeover Probability, and the Cost of Private Debt," FMA, Atlanta, GA. (2012).
- Jandik, T. (Author Only), Lallemand, J. (Presenter & Author), Midwest Finance Association, "Tactical Capital Structure Adjustments by Takeover Targets," MFA, Chicago, IL. (2011).
- Jandik, T. (Author Only), Lallemand, J. (Presenter & Author), Southern Finance Association, "Tactical Capital Structure Adjustments by Takeover Targets," SFA, Asheville, NC. (2010).
- Jandik, T. (Presenter & Author), Jandik, D. G. (Presenter & Author), Lee, W., Financial Management Association, "The impact of laws, regulations, and culture on cross-border joint ventures," FMA, New York, NY. (2010).

## **Publications - Research Related**

### *Law Review (Published)*

Jandik, T., McCumber, W. R. [Columbia Business School Blue Sky Blog](#). 2018. Summary of my paper "Creditor Governance."

### *Law Review (Published)*

Jandik, T., McCumber, W. R. [Harvard Law School Bankruptcy Roundtable](#). 2018. Summary of my paper "Creditor Governance."

### *Law Review (Published)*

Jandik, T., McCumber, W. R. [Oxford University Business School Blog](#). 2018. Summary of my paper "Creditor Governance."

### *Manuscript (Working Paper)*

El-Khatib, R., Jandik, D. G., Jandik, T. [Board Connections, Managerial Connections, Network Centrality and Merger Performance Around the World](#). Currently completing analysis. On target for 2019 Washington U. Corporate Finance Conference Program Consideration.

*Manuscript (Working Paper)*

Jandik, D. G., Jandik, T., Xu, W. CEO Network Centrality and IPO Performance. Presented at 2016 Fifth Annual Walton-CIRANO Conference Workshop on Networks in Trade and Finance  
Presented at: 2017 Midwest Finance Association Conference; 2017 Eastern Finance Association Conference; 2017 Southwestern Finance Association Conference;  
2018 Financial Management Association International Conference; University of Arkansas; University of Wisconsin - Whitewater  
To be submitted: Spring 2019 (Target Journal: Journal of Finance).

*Manuscript (Working Paper)*

El-Khatib, R., Jandik, D. G., Jandik, T. CEO Network Centrality, CEO Connections, and Insider Trading Gains. Presented: 2017 European Financial Management Conference; 2017 Financial Management Association Conference ("High-quality paper session"); 2018 Southwest Finance Symposium; United Arab Emirates University; Zayed University;  
Scheduled to be presented: 2019 Midwest Finance Association Conference; 2019 Eastern Finance Association Conference

To be submitted: February 2019 (Target Journal: Journal of Financial Economics).

*Manuscript (Working Paper)*

Jandik, T., McCumber, W. Creditor Governance. Presented at 2018 Financial Management Association International Conference;  
To be presented at 2019 World Finance Conference (Chile)  
Featured in Harvard Law School Bankruptcy Roundtable (2018)  
Featured in Oxford University Business Law Blog (2018)  
Featured in Columbia Business School Blue Sky Blog (2018).

*Manuscript (Working Paper)*

Jandik, T., Lu, J. CTO Network Centrality and Corporate Innovation. Submitted for 2019 Financial Management Association International Conference program consideration.

*Manuscript (Working Paper)*

Jandik, T., Salikhova, T. Divisional Manager Connectedness and Capital Allocation Efficiency. Presented at the 2017 Financial Management Association Conference in Boston; FAU Finance Seminar (January 2018); LSU Finance Seminar (March 2018)

Submitted for consideration for the 2019 Western Finance Association Conference program; 2019 SFS Cavalcade.

*Manuscript (Working Paper)*

Hsu, S., Jandik, T., Lu, J. Managing with Private Equity Style: CEOs' Prior Buyout Target Experiences and Corporate Policies. Submitted for 2019 Financial Management Association International Conference program consideration.

*Manuscript (Working Paper)*

Jandik, D. G., Jandik, T., Xu, W. Personal Connections, Financial Advisors, and M&A Outcomes. To be presented at 2019 Eastern Finance Association Conference.

*Manuscript (Working Paper)*

Jandik, T., Salikhova, T. The Effect of Social Connections on Capital Structure in Supplier-Customer Relationships. On the program of 2019 Midwest Finance Association Conference

Submitted for consideration for the 2019 Western Finance Association Conference program; 2019 SFS Cavalcade.

*Journal Article (Published)*

Fogel, K., Jandik, T., McCumber, W. "CFO Network Centrality and Private Debt". October (4th

- Quarter/Autumn) 2018. 28-52.
- (Working Paper)*  
Jandik, T., McCumber, W., Stanton, P. Global Private Capital: A Network Perspective. Presented at the 2015 CIRANO-WCOB Workshop on Networks in Trade and Finance, Montreal. To be submitted in Spring 2018.
- Journal Article (Published)*  
Jandik, T., Lallemand, J. "Do Capital Structure Adjustments by Takeover Targets Influence Acquisition Gains?". *issue2*. 2017. 171-198.
- Journal Article (Published)*  
Jandik, T., McCumber, W. "Governance, Takeover Probability, and the Cost of Private Debt". Journal of Financial Management, Markets and Institutions. *issue1*. 2017. 111-132.
- Journal Article (Published)*  
Jandik, T., Lallemand, J., McCumber, W. "The Value Implications of Target Debt Issuance in Withdrawn Takeovers: What Role Do Country-Specific M&A Regulations Play?". Journal of Multinational Financial Management. 2017. 14-32.
- Journal Article (Published)*  
El-Khatib, R., Fogel, K., Jandik, T. "Impact of Shareholder Proposals on the Functioning of the Market for Corporate Control". *issue3*. August 2017. 347-371, Winner of the Best Paper in Corporate Finance Award at the 2015 Southwestern Finance Association Conference (also on the program for that conference). In addition, on the program of 2015 Eastern Finance Association Conference.
- Magazine/Trade Publication (Published)*  
Jandik, T. Arkansas Business. 2016. The article "Energy Security Partners CEO Says Fuel Plant 'Not a Risky Project' " quoted me on the benefits and drawbacks of project financing.
- Newspaper Article (Published)*  
Jandik, T. Risk Management Magazine. 2015. Featured article about my research on social networks in finance.
- Journal Article (Published)*  
El Khatib, R., Fogel, K., Jandik, T. "CEO Network Centrality and Merger Performance". *issue2*. May 2015. 349-382.
- Journal Article (Published)*  
Jandik, T., Lallemand, J. "Value Impact of Debt Issuances by Targets of Withdrawn Takeovers". 2014. 475-494.
- Journal Article (Revise and Resubmit)*  
Jandik, T., Georgieva, D., Makhija, A. "Adoptions and Eliminations of Economic Profit Plans and Internal Capital Markets Efficiency".
- Journal Article (Published)*  
Jandik, D. G., Jandik, T., Jandik, T. "Alternative paths of convergence toward U.S. market and legal regulations: Cross-listing vs. merging with U.S. bidders". Journal of Multinational Financial Management. *issue5*. December 2012. 130-151.
- Journal Article (Published)*  
Jandik, D. G., Jandik, T., Lee, W., Jandik, T. "The impact of laws, regulations, and culture on cross-border joint ventures". Journal of International Financial Markets, Institutions & Money. *issue4*. October (4th Quarter/Autumn) 2012. 774-795.
- Journal Article (Paper Under Review)*  
Jandik, T., Makhija, A. "Do Internal Capital Markets Improve Following the Adoption of Economic Profit

Plans?".

## **Educationally Related Presentations and Workshops**

"Planning your Class – Attendance, Participation, Classroom Policies, Syllabus", presented at Center for Teaching Effectiveness/Walton College PhD Teaching Seminar, Sponsored by Walton College of Business. (2018).

"WCOB Excellence in Teaching Award recipient lecture", presented at University of Arkansas Center for Teaching Effectiveness Lunch'n'Learn, Local, Sponsored by University of Arkansas CTE, Accepted. (November 2017).

## **Contracts, Grants, and Sponsored Research**

Jandik, T., "2016 Summer Research Grant", Submitted September 2015, Awarded January 2016, Funded, Sponsored by WCOB, Awarded by University of Arkansas. (May 2016 - August 2016).

Jandik, T., "2014 Summer Research Departmental Grant", Submitted September 2013, Awarded January 2014, Funded, Sponsored by WCOB - Department of Finance, Awarded by University of Arkansas. (June 2014 - August 2014).

Jandik, T., "2013 Summer Research Departmental Grant", Submitted September 2012, Awarded January 2013, Funded, Sponsored by WCOB - Department of Finance, Awarded by University of Arkansas. (June 2013 - August 2013).

Jandik, T., "2012 Summer Research Grant", Submitted September 2011, Awarded January 2012, Funded, Sponsored by WCOB, Awarded by University of Arkansas. (June 2012 - August 2012).

Jandik, T., "Dean's Excellence Funds Grant", Awarded January 2012, Funded, Sponsored by WCOB, Awarded by University of Arkansas.

## **Research Honors and Awards**

Dillard's Chair in Corporate Finance, Walton College of Business, University of Arkansas, Scholarship/Research, (2016).

Best Paper in Corporate Finance, Southwest Finance Association Conference, Scholarship/Research, (2015).

for the paper "Impact of Shareholder Activism on the Functioning of the Market for Corporate Control " co-authored by Rwan El-Khatib and Kathy Fogel

## **SERVICE**

### **University Service**

#### **College/School**

Committee Member, WCOB Research Committee. (2015 - Present).  
Evaluation of research output at WCOB, determining faculty research summer support

Committee Member, WCOB Master Programs Committee. (2005 - Present).  
Coordination of master programs activities

Committee Member, WCOB Faculty Awards Committee. (2001 - Present).  
Deciding about annual faculty college awards

Committee Member, 2019 MBA Distinguished Alumni Award Committee. (2018).  
Selection of 2019 MBA Distinguished Alumni Award recipient

WCOB Strategic Plan Coordinator. (2017 - 2018).  
In charge of coordinating the College Strategic Plan, designing measures to track progress in all seven Strategic Plan Initiatives. Periodically meeting with Strategic Plan constituencies.

Committee Member, WCOB Core Values Task Force. (2016).  
The task force was in charge of defining and implementation of the new Walton College Core Values (Excellence, Professionalism, Innovation, Collegiality)

Committee Member, WCOB MBA Grade Appeal Grievance Committee. (2016).  
The committee was in charge of resolving a grade appeal grievance submitted by a Walton MBA student. Over numerous meetings, the committee had to go through 170+ pages long student appeal document and 75+ pages long response by the faculty member.

Committee Member, WCOB Committee on Teaching. (2005 - 2016).  
Designing strategies to improve teaching effectiveness, new teaching technologies evaluation

Committee Member, WCOB MBA Program Committee. (2012).  
New program design, admissions

### **Department**

Committee Member, Student Scholarship distribution committee. (2002 - Present).  
In charge of distributing finance scholarships for undergraduate students

Conference Program Organizer, Finance Research Seminar Series. (2002 - Present).  
Series Coordinator, prepared program, solicited paper presenters, organized presentations

Conference Program Organizer, Southwest Finance Symposium in Tulsa. (2002 - Present).  
Departmental Coordinator, solicited paper presenters and discussants from UofA

Faculty Search - FMA Interview Group. (2018).  
Member of the group responsible for interviewing applicants for the new Assistant Professor faculty position (with expected starting date August 2019). Responsible for:  
- evaluation of applications at the FMA conference

Student Recruiter, Ph.D. student recruiting. (2018).  
Meeting with candidates, candidate evaluation

Faculty Search - FMA Interview Group. (2017).  
Member of the group responsible for interviewing applicants for the new Assistant Professor faculty position (with expected starting date August 2018). Responsible for:  
- evaluation of applications at the FMA conference

Student Recruiter, Ph.D. student recruiting. (2016).  
Meeting with candidates, candidate evaluation

Committee Member, Faculty Search - FMA Interview Group. (2014).  
Member of the group responsible for interviewing applicants for the new Assistant Professor faculty position (with expected starting date August 2015). Responsible for:  
- evaluation of applications at the FMA conference

Committee Chair, Faculty Search Committee. (2013 - 2014).

In charge of the new Assistant Professor faculty search (2 positions with expected starting date August 2014; only one was eventually filled). Responsible for:

- evaluation of applications
- selection of applicants for conference interviews
- communication with applicants
- arranging applicants visits of UofA
- administrative details of application and contract offering process

Committee Member, Student Scholarship distribution committee. (2013).

In charge of distributing finance scholarships for undergraduate students

Conference Program Organizer, Southwest Finance Symposium in Tulsa. (2013).

Departmental Coordinator, solicited paper presenters and discussants from UofA

Student Recruiter, Ph.D. student recruiting. (2013).

Meeting with candidates, candidate evaluation

Conference Program Organizer, Southwest Finance Symposium in Tulsa. (2012).

Departmental Coordinator, solicited paper presenters and discussants from UofA

Committee Member, Student Scholarship distribution committee. (2011).

In charge of distributing finance scholarships for undergraduate students

Conference Program Organizer, Southwest Finance Symposium in Tulsa. (2011).

Departmental Coordinator, solicited paper presenters and discussants from UofA

Committee Chair, Faculty Search Committee. (2010 - 2011).

In charge of the new Assistant Professor faculty search. Responsible for:

- evaluation of applications
- selection of applicants for conference interviews
- communication with applicants
- arranging applicants visits of UofA
- administrative details of application and contract offering process

## **University**

Committee Member, Walton College Dean Search Committee. (2016).

Evaluation of Walton College Dean candidates. Recommendation to the Chancellor to appoint Dr. Matt Waller as the new Dean of the Walton College.

## **Professional Service**

Conference Track Organizer, 2019 Eastern Finance Association Conference. (2018 - 2019).

Conference Track Chair for the area of Investment

Tenure Reviewer for Another Institution, Miami University Faculty Promotion Review Committee. (2017).

Promotion to (full) Professor review letter for Dr. Terry Nixon

Tenure Reviewer for Another Institution, University of Massachusetts-Lowell Tenure Review Committee. (2016).

Tenure review letter for Dr. Tunde Kovacs

Conference Track Organizer, 2015 Eastern Finance Association Conference. (2014 - 2015).

Conference Track Chair for the area of Investment



Tenure Reviewer for Another Institution, University of New Hampshire Tenure Review Committee. (2014).

Tenure review letter for Dr. Mihail Miletkov

Committee Member, 2014 Financial Management Association European Conference. (2013 - 2014).  
Program Committee Member

Committee Member, 2013 Midwest Finance Association Conference. (2013).  
Program Committee Member

Committee Member, 2013 Financial Management Association European Conference. (2012 - 2013).  
Program Committee Member

Conference Program Organizer, Southwest Finance Symposium in Tulsa. (2012).  
Symposium organizer. Solicited contributions from participating schools, created the program, assigned discussants

Tenure Reviewer for Another Institution, Missouri State University Tenure Review Committee. (2012).

Tenure review letter for Dr. Y. Jenny Zhang

Tenure Reviewer for Another Institution, Stetson University Tenure Review Committee. (2012).  
Tenure review letter for Dr. Christopher Tobler

Committee Member, 2011/2012 SFS Financial Cavalcade Conference. (2011).  
Program Reviewer

Committee Member, 2010 Southern Finance Association. (2010).  
Program Committee Member

## **Service Honors and Awards**

### **Leadership**

Walton College Outstanding All-Around Faculty Award, Walton College of Business, University of Arkansas, Leadership, (2018).

## **Robyn D. Jarnagin**

University of Arkansas

Accounting

WCOB 451

Qualifications: Instructional Practitioner

Sufficiency: Participating

Phone: (479)-5756125-5756125

Email: rdjarnag@uark.edu

### **Brief Biography**

Robyn Jarnagin is a Clinical Associate Professor for the Sam M. Walton College of Business at the University of Arkansas.

This will be Professor Jarnagin's 20th year teaching and her 3rd year teaching at the University of Arkansas. She teaches taxation at the undergraduate and graduate level. Professor Jarnagin is an alumni of The University of Montana and New York University.

### **Education**

LLM, New York University, 1993.

Emphasis/major: Taxation

JD, University of Montana, 1991.

Emphasis/major: Law

MBA, University of Montana, 1989.

BSBA, University of Montana, 1987.

### **Professional Licenses and Certifications**

State Bar of Montana (Inactive), State of Montana. (December 1997 - Present).

Montana State CPA, State of Montana. (August 1993 - Present).

Certificate No. 3390

## **WORK EXPERIENCE**

### **Professional Positions**

#### **Academic - Post-Secondary**

Academic - Post-Secondary, Assistant Lecturer, Florida State University. (August 2011 - 2016).

Instructor for Corporate/Partnership Tax, Estate & Gift Tax, Multijurisdictional Tax,

Intermediate Accounting.

Academic - Post-Secondary, Instructor (Accounting), Montana State University. (September 2001 - August 2010).

Instructor for Financial Accounting, Managerial Accounting, Governmental & Not-for-profit

Accounting, Business Law, Individual and Corporate/Partnership Tax, Estate & Gift Tax, Legal Issues for Accountants. VITA. Faculty advisor for Beta Alpha Psi.

## **Professional**

Professional, Instructor (MBA Program), Saint Leo University. (January 2011 - January 2014).  
Instructor for Legal Environment of Business, Personnel Law & Ethics.

## **Teaching Experience**

### **University of Arkansas**

ACCT 2013 - ACCOUNTING PRINCIPLES, 1 term.  
ACCT 4203 - FUNDAMENTALS OF TAXATION II, 19 terms.  
ACCT 549V - SPECIAL TOPICS IN ACCOUNT, 2 terms.  
ACCT 5883 - TAX PLANNING, 3 terms.  
WCOB 4993H - HONORS THESIS, 3 terms.

## **Professional Development**

Conference Attendance, "Teaching and Learning Conference - Section Meeting," American Accounting Association, Dallas, TX, United States. (November 2018).

Conference Attendance, "American Accounting Association - 2018 Annual Meeting," American Accounting Association, Washington DC, DC, United States. (August 2018).

Conference Attendance, "American Taxation Association - Midyear Meeting," American Accounting Association, New Orleans, LA, United States. (February 2018).

Conference Attendance, "American Accounting Association - 2017 Annual Meeting," American Accounting Association, San Diego, CA. (August 2017).

Conference Attendance, "ASCPA 2017 College Educators' Conference," Arkansas Society of Certified Public Accountants, Little Rock, AR. (May 2017).

## **RESEARCH**

### **Editorial Activities**

"SWFT 2020 edition", Book Review, International. (October 2018 - December 2018).  
Reviewed and verified solutions manual and test bank for the new edition of SWFT text book (Cengage publishing)

### **Educationally Related Presentations and Workshops**

"Group Learning with Group Quizzes", presented at Teaching, Learning and Curriculum Section Midyear Colloquium, National, Sponsored by American Accounting Association, Accepted. (November 9, 2018).

"Team Based Learning", presented at 2017 Annual Meeting, National, Sponsored by American Accounting Association, Accepted. (August 9, 2017).

"Non-Lecture Based Teaching Methods", presented at ASCPA 2017 College Educator's Conference, State, Sponsored by Arkansas Society of Certified Public Accountants, Invited. (May 17, 2017).

## **SERVICE**

### **University Service**

**College/School**

Placement and Co-op Advisory Committee. (2017 - 2020).

**Department**

Scholarship Committee. (January 2018 - Present).

## **Elizabeth A. Keiffer**

University of Arkansas  
Information Systems  
WCOB 214

Qualifications: Scholarly Academic  
Sufficiency: Participating  
Phone: (479)-575-4035  
Email: ekeiffe@uark.edu

### **Education**

- PhD, University of Arkansas, Fayetteville, AR, 2011.  
Emphasis/major: Educational Statistics and Research Methods  
Dissertation Title: Effects of Matching Criterion Contamination on the Identification of Differential Item Functioning
- MA, University of Arkansas, Fayetteville, AR, 2007.  
Emphasis/major: Mathematics Education
- BS, East Central University, Ada, OK, 2005.  
Emphasis/major: Mathematics with minor in Education

### **Professional Licenses and Certifications**

- Graduate certificate in Enterprise Systems (Business Analytics concentration), University of Arkansas; Walton College of Business. (May 2016 - Present).
- Post-masters Certificate in Educational Measurement, University of Arkansas; College of Educational and Health Professions. (August 2011 - Present).
- Post-masters Certificate in Educational Program Evaluation, University of Arkansas; College of Educational and Health Professions. (August 2011 - Present).

## **WORK EXPERIENCE**

### **Professional Positions**

#### **Academic - Post-Secondary**

- Academic - Post-Secondary, Associate Director for Graduate Programs in Business Analytics (Instructor), Department of Information Systems, University of Arkansas. (2016 - Present).
- Academic - Post-Secondary, Assistant Director Mathematical Resource and Teaching Center (Clinical Assistant Professor), Department of Mathematical Sciences, University of Arkansas. (2012 - 2016).
- Teach principles of statistics, statistical method, experimental design  
Supervise/mentor ~80 instructors and graduate students teaching and professional development  
Lead curriculum development initiatives in service courses  
Utilize student outcome data to improve courses and instructional methods
- Academic - Post-Secondary, Instructor, Department of Mathematical Sciences, University of Arkansas. (2011 - 2012).
- Taught project based college algebra, principles of statistics  
Conducted research on student success in general mathematics courses

Academic - Post-Secondary, Adjunct Instructor, Department of Mathematical Sciences, University of Arkansas. (2007 - 2011).

Taught developmental algebra, college algebra, statistics for nursing, research methods

Conducted original research concerning mathematics anxiety

Academic - Post-Secondary, Research Assistant, Department of Curriculum and Instruction, University of Arkansas. (2007 - 2011).

Program evaluation consisting of data collection, observations, data entry, conducting statistical analysis, writing technical reports, etc. on multiple grants and programs

Conducted original simulation research in differential item functioning

### **Professional**

Professional, School Reform Initiative Consultant, Elk City, Okmulgee, and Sapulpa Public Schools. (2015 - 2016).

Provide Professional Learning Community (protocol) training to teachers and administrators with the major goal of improving communication among administrators, faculty, and students

## **Teaching Experience**

### **University of Arkansas**

ISYS 4193 - BUSINESS ANALYTICS, 1 term.

ISYS 4293 - BUSINESS INTELLIGENCE, 1 term.

ISYS 4393 - APPLIED BUSINESS ANALYTICS, 1 term.

ISYS 5503 - DEC SUPPORT ANALYTICS, 6 terms.

ISYS 5843 - BUSINESS INTEL/KNOWLEDGE MGMT, 12 terms.

ISYS 599V - PRACTICUM, 3 terms.

## **Non-Credit Instruction Taught**

Department of Information Systems, 60 participants. (August 2018).

Two days of hands on information systems and business analytics instruction taught as preparation for students starting and continuing in the Masters of Information Systems program.

Regional, Southwest Decision Sciences Institute, 30 participants. (March 2018).

Participants in this hands-on workshop will walk-away with predictive analytics examples that they can immediately incorporate into their classes. Predictive models will be created using the more popular predictive models including multi-linear regression and classification models including decision trees and neural networks as well as more advanced techniques such as random forests. This workshop will be valuable for faculty that are just starting into predictive analytics, new to the software, or just need an example to run as part of a class. IBM SPSS Modeler is the software that will be used for the workshop. It is a drag-and-drop GUI that allows building powerful models without programming.

Department of Information Systems, 60 participants. (August 2017).

Two days of hands on information systems and business analytics instruction taught as preparation for students starting and continuing in the Masters of Information Systems program.

Executive MBA Program, 25 participants. (December 2016).

Two day workshop on SAS Enterprise Guide for EMBA students interested in pursuing the Business Analytics Certificate.

Executive MBA Program, 25 participants. (November 2016).

Two day workshop on SAS Enterprise Guide for EMBA students interested in pursuing the Business Analytics Certificate.

## **Professional Development**

"Baum Teaching Workshop," University of Arkansas Teaching Academy and Office of the Provost, Fayetteville, AR. (August 2018).  
Keynote: 55-Year Love Affair Revelations  
Presented By: John White

"SAS Viya Workshop," University of Arkansas IT Services and Department of Information Systems, Fayetteville, AR. (June 2018).  
A three day workshop taught by SAS experts detailing: SAS Visual Analytics on Viya, Machine Learning on SAS Viya, and SAS Studio

Teaching/Learning Workshop, "Diversity at the University of Arkansas," Center for Multicultural and Diversity Education, Fayetteville, AR, United States. (April 2018).

"ERPSim Faculty Training," University of Arkansas Department of Information Systems, Fayetteville, AR. (September 2017).

Day 1 focuses on experiencing the variants of ERPSim that we use in our classes, with discussions throughout on managing the games

Day 2 focuses administration and support of ERPSim, with hands-on practice and discussions on common issues

Ultimately ending with ERPSim Level 1 Certification

Seminar, "Analytics: What Is IT?," University of Arkansas Masters of Operations Management. (September 2017).

Part of the Lunch and Learn Webinar Series: Dr. Carrie Beam discusses what is analytics, how we teach it, and why you should invest time learning analytics.

"SAS Day," University of Arkansas IT Services and Department of Information Systems, Fayetteville, AR. (May 2017).

SAS Day will include presentations and hands-on workshops. SAS Day presentations include machine learning, industry use of data science and analytics and sentiment analysis. SAS Day workshop focused on machine learning and integrating R and Python.

"SAS Enterprise Miner and Text Miner," University of Arkansas IT Services and Department of Information Systems, Fayetteville, AR. (May 2017).

SAS Day will include presentations and hands-on workshops. SAS Day is an opportunity for students, faculty and staff to learn about SAS Data Mining and Text Analytics tools as they apply to academic research and various industries. It is a great networking opportunities.

Conference Attendance, "Women in Information Technology Conference," University of Arkansas Information Technology Research Institute, Fayetteville, AR. (April 2017).

Focuses on women in the field of technology and technology-related business professions. Attendees participate in professionally led sessions covering a variety of technical, professional, and lifestyle topics. They also have the opportunity to learn from one another and form connections they can leverage long after the conference ended.

"All Faculty Lunch Discussion," University of Arkansas Teaching Faculty Support Center, Fayetteville, AR. (October 2016).

Topic of Discussion: Why You're A-game Matters for Student Learning

Presented By: Dr. Tricia Seifert, Department Head and Associate Professor of Adult and Higher Education, Montana State University

"Baum Teaching Workshop," University of Arkansas Teaching Academy and Office of the Provost, Fayetteville, AR. (August 2016).

Keynote: The Teaching Thief

Presented By: Janine Parry

## Teaching Honors and Awards

Department of Mathematical Sciences co-Professor of the Year, University of Arkansas, Teaching, (2015).

## RESEARCH

### Presentations Given

Keiffer, E. A. (Author (unable to present)), Joint Statistical Meetings, "A Two Step with Perceptions of Dirty Data," American Statistical Association, Vancouver, Canada. (2018).

The increasing need for data driven decision making in all areas of commerce has increased the number of analytically experienced and unexperienced employees interacting with company data. Perceptions of these decision makers, especially those not experienced with dirty data and its effect on decisions, are the topic of interest in this study. Analytics programs, especially in business schools, have an opportunity to two step with their students and identify and then, if needed, attempt to modify perceptions of dirty data and its potential effects on business decisions. Data were collected from graduate business students, mostly working professionals, in a masters of information systems program. Multiple methods including class assignments, class discussions, surveys and interviews were used to discover perceptions. Initial perceptions vary widely from removing all dirty data to researching and correcting all dirty data and seem to change depending on the size of the data set under consideration. To complete the two step, a brief discussion of current curriculum from one large university business analytics program and how it attempts to modify perceptions will be addressed.

Murphy, C. (Presenter & Author), Keiffer, E. A. (Other), Association for Educational Communications and Technology Annual Convention, "The Impact of Repeat Enrollment and Student Location on Withdrawal Rates in Online Math Courses," Las Vegas, NV. (October 20, 2016).

Online courses are experiencing higher withdrawal rates than f2f counterparts. This study analyzed two years of student withdrawal data (N = 22,710) for seven lower-level math courses (online and f2f), with results indicating lower repeat enrollment in online course sections, low successful completion of repeat enrollers in online courses except during summer sessions, and a higher withdrawal rate for distance students. Implications for policy and practice are briefly discussed.

Murphy, C. (Presenter & Author), Keiffer, E. A. (Author Only), American Educational Research Association, "An exploration of D/F and W rates in lower-level online math courses.," Washington, DC. (April 11, 2016).

This study seeks to identify factors associated with unsuccessful course completion (D/F) and withdrawal (W) rates in lower-level online math courses by analyzing data for seven different courses taught online and f2f over the course of two years (N = 6,061). Student demographics are explored along with class composition (distance students; mixed; on-campus students). Findings illustrate all online math courses experience 15% higher withdrawal rates than f2f counterparts, and higher D/F rates are associated with the specific courses of college algebra, and finite mathematics. Within the online course sections no significant relationships between D/F or W rates and class composition or traditional student demographics of rank or prior online experience are found. However, online students who are at a distance experience a 14% higher withdrawal rate than on-campus students taking online lower-level math courses

Keiffer, E. A., Annual conference of the Mathematical Association of America, "Math Placement Test Meets Math Boot Camp," Tulsa, OK. (April 2015).

Keiffer, E. A., Annual conference of Quality Matters, "Collaborative Development: Giving Face-to-Face Classes a Facelift While Developing Online Students," Baltimore, MD. (September 2014).



- Keiffer, E. A., Annual conference of Quality Matters, "Hot Topics: Tips and Tools for Transferring Learning and Meeting QM Standards.," Baltimore, MD. (September 2014).
- Keiffer, E. A., Annual conference of the Mathematical Association of America - – Oklahoma/Arkansas Meeting, "A Statistical Outlier: An Approach to Successfully Resequencing Main Topics in Introductory Statistics Courses," Searcy, AR. (April 2014).
- Keiffer, E. A., Annual conference of the National Council of Measurement in Education, "When DIF purification fails: A study of small scales.," Philadelphia, PA. (April 2014).
- Keiffer, E. A., Coweta Public Schools Professional Development Day, "Mathematics anxiety: Fact or fiction." (February 2014).
- Keiffer, E. A., University of Arkansas Fayetteville Mathematics Master Teaching Workshop, "A journey of classifying mathematics anxiety.," AR. (2013).
- Keiffer, E. A., Annual conference of the American Educational Research Association, "Impact of unbalanced DIF item proportions on group-specific DIF identification.," San Francisco, CA. (April 2013).
- Keiffer, E. A., Annual conference of the National Council of Measurement in Education, "Impact of using a two-step DIF purification process to classify group-specific biased items under unbalanced DIF item proportion conditions.," San Francisco, CA. (April 2013).
- Keiffer, E. A., University of Arkansas Fort Smith Mathematics Department Colloquium Series, "Mathematics anxiety: Statistically speaking," AR. (April 2013).
- Keiffer, E. A., Association for Educational Communications and Technology, "A customized evaluation instrument to facilitate comparisons across online training programs: CTOTE," Louisville, KY. (November 2012).
- Keiffer, E. A., Annual conference of the American Educational Research Association, "Mathematics anxiety in the high school classroom: A teacher's perspective.," Vancouver, Canada. (April 2012).
- Keiffer, E. A., annual conference of the National Council on Measurement in Education, "Comparing type I error and power rates in DIF analyses when combining significance tests with effect size criteria," New Orleans, LA. (April 2011).
- Keiffer, E. A., American Educational Research Association., "Differentiating between math performance concerns and types of math anxiety-related sources.," New Orleans, LA. (April 2011).
- Keiffer, E. A., American Educational Research Association., "Group differences on attitudinal scales when an item subset of an operational definition exhibits DIF/DBF.," New Orleans, LA. (April 2011).
- Keiffer, E. A., annual conference of the American Educational Research Association, "Is it really mathematics anxiety? Classification of college student perceptions.," Denver, CO. (2010).
- Keiffer, E. A., Annual conference of the American Educational Research Association, "Observing inquiry-based learning environments: The scholastic inquiry observation (SIO) instrument.," Denver, CO. (May 2010).

## **Publications - Teaching Related**

### *Journal Article (Accepted)*

- Turner, R. C., Keiffer, E. A., Salamo, G. J. "Observing Inquiry-Based Learning Environments Using the Scholastic Inquiry Observation Instrument". International Journal of Science and Mathematics Education. August 2017. 1-24.

This study provides psychometric data for the Scholastic Inquiry Observation instrument and 6 years of research data from an inquiry-based professional training program. The rating instrument provides a resource for measuring 16 inquiry-related learning activities based on level of inquiry implementation and level of active student engagement. Observational data at the item level can be useful for inquiry-based professional development programs. Four scale score options are available for inquiry summarization (Inquiry Implementation for Hypothesis Usage; Implementation of Inquiry Communication; Student Engagement in Hypothesis Usage; Student Engagement in Inquiry Communication) and two scales measuring Student Interest and Mastery of Objectives. Comparisons of the types of inquiry most commonly used and those with the highest levels of active participation by middle school students in science and math classrooms are provided.

*Journal Article (Published)*

Murphy, C., Keiffer, E. A., Neal, J., Howton, J. "Customizable Tool for Online Training Evaluation". Learning, Design, and Technology: An International Compendium of Theory, Research, Practice and Policy, 2016. 1-27.

## **Publications - Research Related**

*Journal Article (Published)*

Turner, R. C., Keiffer, E. A. "Impact of unbalanced DIF item proportions on group-specific DIF identification". Taylor and Francis. October (4th Quarter/Autumn) 23, 2018. Differences in type I error and power rates for majority and minority groups are investigated when differential item functioning (DIF) contamination in a test is unbalanced. Typically, type I error and power rates are aggregated across groups, however cumulative results can be misleading if subgroups are affected differently by study conditions. With unbalanced DIF contamination, type I error and power rates are reduced for groups with more DIF items favoring them, and increased for groups with less DIF contamination. Even when aggregated impacts appear small, differing subgroup impacts can result in a larger proportional bias than in the original data.

*Journal Article (Published)*

Howton, J., Keiffer, E. A., Murphy, C., Sirsat, s., O'Bryan,, C., Ricke, S., Crandall, P., Neal, J. "A Comparison of Food Safety Programs using the Customizable Tool for Online Training". Food Control. 2015.

*Journal Article (Published)*

Murphy, C., Keiffer, E. A., Neal, J., Crandall, P. "A customizable evaluation instrument to facilitate comparisons of existing online training programs.". Knowledge Management & ELearning: An International Journal. 2013.

*Journal Article (Published)*

Neal, J., Murphy, C., Crandall, P., O'Bryan, C., Keiffer, E. A., Ricke, S. "Development of an evaluation tool for online food safety training programs.". Journal of Food Science Education. 2011.

*Technical Report (Published)*

Keiffer, E. A. The K12: I Do Science Project: A partnership between the University of Arkansas and Fayetteville, Springdale, Rogers, and Bentonville Public Schools. 2010. Summative 8-year compendium being completed for the University of Arkansas National Science Foundation GK-12 principal investigators.

*Technical Report (Published)*

Keiffer, E. A. Undergraduate Research Studio: Studio Concept to Enable Students to Uncover the Rules of Nature at the Small Scale – Summative Four-Year Report. 2010. Four year compendium being completed for University of Arkansas Howard Hughes Medical Institute

grant principal investigators.

*Technical Report (Published)*

Keiffer, E. A. The University of Arkansas Research Experience for Undergraduates:

Chemistry/Biochemistry Annual Report 2010. Chemistry/Biochemistry Annual Report 2010. October (4th Quarter/Autumn) 2010. 1-35.

## **Educationally Related Presentations and Workshops**

"Defining Citizen Data Scientist for Tyson", presented at Tyson Analytics Community Summit, Local, Sponsored by Tyson Foods, Invited. (November 15, 2018).

Invited to speak on the topic of the citizen data scientist and the role in business.

"Business Analytics: Empowering the Citizen Data Scientist", presented at Blockchain Basics, Value Propositions, and Technology Options, State, Sponsored by University of Arkansas Enterprise Systems, Accepted. (April 6, 2018).

Invited and proposal accepted for a panel on analytics and higher education.

"Business Analytics at the University of Arkansas", presented at UA Research Showcase: Data Analytics, Local, Sponsored by University of Arkansas Office of Vice Provost for Research & Economic Development, Accepted. (April 10, 2017).

"Analytics & Education: A Two-way Street", presented at NWA Tech Summit, State, Sponsored by Bentonville/Bella Vista Chamber of Commerce, Accepted. (October 7, 2016).

Invited and proposal accepted for a panel on analytics and higher education.

## **Research Honors and Awards**

Most downloaded paper, Journal of Food Science Education, Scholarship/Research, (2014).

## **SERVICE**

### **Consulting**

Training and Education, Pryor Public Schools, Pryor, OK. (July 2018 - September 2018).

I assist in facilitating leadership and professional learning community training for K-12 educators through the use of dynamic protocols.

Training and Education, Beggs Public Schools, Beggs, OK. (January 2018).

I assist in facilitating leadership and professional learning community training for K-12 educators through the use of dynamic protocols.

Analytics, Okmulgee Public Schools, Okmulgee, OK. (January 2018).

I provided data analytics support analyzing a Teacher Needs Assessment to assist in a literacy grant writing initiative.

Analytics, Okmulgee Public Schools, Okmulgee, OK. (December 2017).

I provided data analytics support analyzing a Teacher Needs Assessment to assist in a literacy grant writing initiative.

Training and Education, Beggs Public Schools, Beggs, OK. (July 2017).

I assist in facilitating leadership and professional learning community training for K-12 educators through the use of dynamic protocols.

Training and Education, Guymon Public Schools, Guymon, OK. (May 2017).

I assist in facilitating leadership and professional learning community training for K-12 educators through the use of dynamic protocols.

Training and Education, Guymon Public Schools, Guymon, OK. (February 2017).

I assist in facilitating leadership and professional learning community training for K-12 educators through the use of dynamic protocols.

## **University Service**

### **College/School**

Panel Moderator, UA Information Technology Research Institute. (November 2018).

Moderator for a panel of IT experts engaging in the College Forum

Member, Student Success in Math 'Task Force'. (September 2018 - November 2018).

Worked on plan to determine how Business School could better work with Mathematical Sciences department to improve students success.

Welcome and Closing Remarks, UA Information Technology Research Institute. (April 2018).

Introduce key note speaker and provide closing remarks for the Women in IT Conference.

Attendee, Meeting. (March 2018).

Attended ITRI Board Meeting and associated events for Public School and University students.

Attendee, Meeting. (September 2017).

Attended ITRI Board Meeting and associated events for Public School and University students.

Attendee, Meeting. (April 2017).

Attended ITRI Board Meeting and associated events for Public School and University students.

Attendee, Meeting. (September 2016).

Attended ITRI Board Meeting and associated events for Public School and University students.

### **Department**

Committee Member, Undergraduate Committee. (September 2018 - Present).

Assist on all decisions related to the undergraduate curriculum.

Served Ex-officio as "All Things Analytics" in 2017, officially starting in 2018

Committee Member, Graduate Committee. (September 2016 - Present).

Assist on all decisions related to the MIS program.

Coordinator, Analytics Curriculum. (September 2016 - Present).

"All Things Analytics". Coordinate all analytics courses and faculty to help ensure alignment and student success.

Committee Member, ISYS Course Scheduling Committee. (2016 - Present).

An informal committee consisting of Drs. Sabherwal, Bristow, and Cronan, Jeff Mullins, and myself.

Meet to plan and discuss ISYS department class schedule.

Interaction with Industry. (2016 - Present).

Participated in meetings between ISYS leadership and companies (primarily Walmart) establishing recruiting and hiring relationships with the college.

Interaction with Industry. (2016 - Present).

With Dr. Freeze, met with a variety of small and large businesses (WAC, Unilever) to build relationships and acquire data for ISYS 4393.

Committee Member, Instructor Search Committee. (May 2017 - June 2017).

Assist in initial selection and interviewing of instructor candidates.

Attendee, Graduation. (December 2016).

**University**

Marshal. (May 2018).

College marshal at All-University commencement

**Service Honors and Awards**

**Service, University**

Outstanding Team Achievement Award, Walton College, Service, University, (2017).

Presented to the College team that demonstrated the successful completing on a project that had a positive impact on the Walton College

**Other**

Arkansas Women in Statistics and Mathematics Appreciation Award, University of Arkansas, (2013).

## **Charles Leflar**

University of Arkansas

Accounting

WCOB WCOB467

Qualifications: Practice Academic

Sufficiency: Participating

Phone: (479)-575-6616

Email: CLeflar@walton.uark.edu

### **Education**

PhD, University of Missouri - Columbia, 1995.

Emphasis/major: Accounting

MAcc, University of Missouri - Columbia, 1988.

Emphasis/major: Accounting

BSBA, University of Arkansas, 1984.

### **Professional Licenses and Certifications**

CGMA Chartered Global Management Accountant, AICPA American Institute of Certified Public Accountants. (November 2014 - Present).

Certified Public Accountant, AICPA. (April 1988 - Present).

## **WORK EXPERIENCE**

### **Professional Positions**

#### **Academic - Post-Secondary**

Academic - Post-Secondary, Associate Clinical Professor, University of Arkansas. (1993 - Present).

### **Teaching Experience**

#### **University of Arkansas**

ACCT 2013 - ACCOUNTING PRINCIPLES, 4 terms.

ACCT 310V - ACCOUNTING INTERNSHIP, 2 terms.

ACCT 3723 - INTERMEDIATE ACCOUNTING I, 8 terms.

ACCT 3753 - INTERMEDIATE ACCT II, 6 terms.

ACCT 410V - SPECIAL TOPICS IN ACCT, 3 terms.

ACCT 449V - SPECIAL TOPICS IN ACCOUNT, 1 term.

ACCT 4883 - ENERGY ACCOUNTING, 2 terms.

ACCT 5223 - ACCT FOR SUPPLY CHAIN & RETAIL, 5 terms.

ACCT 5413 - ADVANCED FINANCIAL ACCOUNTING, 17 terms.

ACCT 5443 - ASSET MANAGEMENT, 1 term.

ACCT 549V - SPECIAL TOPICS IN ACCOUNT, 5 terms.

ACCT 636V - SPECIAL PROBLEMS IN ACCOUNTING, 3 terms.

ECON 410V - SPECIAL TOPICS IN ECONOMI, 3 terms.

MBAD 5433 - CAPSTONE PROJECT, 2 terms.

MBAD 5613 - FINANCIAL ACCOUNTING, 7 terms.

WCOB 210V - SPECIAL TOPICS IN BUSINESS, 3 terms.

WCOB 230V - WALTON COLLEGE STUDY ABR, 1 term.  
WCOB 3016 - BUSINESS STRATEGY, 1 term.  
WCOB 3016H - HONORS BUSINESS STRATEGY, 5 terms.  
WCOB 320V - INTERNATIONAL INTERNSHIP, 8 terms.  
WCOB 330V - WALTON COLLEGE STUDY ABR, 5 terms.  
WCOB 330VH - HON WALTON COLL STUDY ABR, 4 terms.  
WCOB 410V - SPECIAL TOPICS IN BUSINES, 5 terms.  
WCOB 410VH - HNR SPECIAL TOPICS IN BUS, 5 terms.  
WCOB 4993H - HONORS THESIS, 11 terms.  
WCOB 510V - SPECIAL TOPICS - BUSINESS, 8 terms.

## **Non-Credit Instruction Taught**

Walton College, 20 participants. (January 2014).  
Developed and taught (with Dr. Vern Richardson) the new MBA Bootcamp to give new full time MBA students the requisite background in accounting to succeed in the program.

## **Professional Development**

Conference Attendance, "AICPA Oil and Gas Accounting Conference," American Institute of Certified Public Accountants, Las Vegas, NV. (October 2015).  
Three day conference on a wide range of energy industry topics from geopolitics to joint interest auditing. In addition to knowledge gained for my upcoming Energy Accounting course, I made many contacts useful to student placement.

Conference Attendance, "American Accounting Association," American Accounting Association. (August 2015).  
Attended and presented.

Conference Attendance, "Beta Alpha Psi Annual Meeting," Beta Alpha Psi, Milwaukee, WI. (August 2015).  
Attended conference with U of A students

Conference Attendance, "American Association of Petroleum Accountants," American Association of Petroleum Accountants/PDI/University of North Texas, Dallas, TX. (May 2015).  
I have been assigned to teach an Oil and Gas Accounting course so I attended this conference to update and increase my knowledge of the subject.  
Received 'Clinical Faculty Enhancement Grant' from the U of A Provost's Office for this conference.

Conference Attendance, "Dealing with a Hostile Audience seminar," International Poetry Slam Championships, Fayetteville, AR. (October 2012).  
The International Poetry Slam Championships were held in Fayetteville so I took the opportunity to attend a seminar on Dealing with a Hostile Audience. I learned quite a few useful classroom management tips.

Historical research, self published, "USS Charles J. Finger," Mullins Library Charles J. Finger Special Collection, Fayetteville, AR. (January 2006 - September 2011).  
This book describes the history of the Liberty Ship USS Charles J. Finger from its launch in 1943, service in the Atlantic and Pacific during WWII, and subsequent life as a tramp steamer. The subject is of interest to me since the ship (like me) was named after my grandfather. It is the only known history of a specific non-combatant World War II Liberty Ship and is listed here since it does not seem to fit elsewhere in Digital Measures.

Seminar, "Monthly workshops," U of A Faculty Teaching and Support Center. (January 2010 - December 2010).

Attended monthly luncheon meetings of 'Not-So-New Faculty' workshops on various teaching, research and service topics.

Seminar, "U of A Teaching Academy," Teaching Academy. (January 2010 - December 2010).  
Attended monthly luncheon workshops on various teaching, service and research related topics

Seminar, "Blackboard 9.1 Upgrade," U of Arkansas, Fayetteville, AR. (August 2010).  
Attended three 2.5 hour sessions to learn functionality of new Blackboard upgrade.

## **Teaching Honors and Awards**

Mark Chain/FSA Innovation in Graduate Teaching Award, American Accounting Association, Teaching, (2016).

The Federation of Schools of Accountancy is pleased to announce the winners of the 2016 Mark Chain/FSA Teaching Innovation Award for innovation in graduate-level accounting coursework. This year's award winners are Charles J. Leflar, Katie L. Terrell and JaLynn Thomas from the University of Arkansas

Beta Gamma Sigman Outstanding Teacher, Beta Gamma Sigma Honor Society, Teaching, (2011).  
Annual Outstanding Teaching Award presented by College wide honor society, selection made by vote of all WCOB students.

Finalist for 2011 George Krull/AICPA Teaching Innovation Award, American Accounting Association/AICPA, Teaching, (2011).

You have been selected as a finalist for the 2011 George Krull/AICPA Teaching Innovation Award for your Effective Learning Strategies session

Nomination/Runner up for Bea Sanders/AICPA Innovation in Teaching Award, AICPA, Teaching, (2010).  
Nominated and recognized as Runner Up for presentation at AAA Annual Meeting, San Francisco.

## **RESEARCH**

### **Editorial Activities**

"Local Religious Belief and Workplace Safety", American Accounting Association, Ad Hoc Reviewer, International. (January 10, 2019 - February 4, 2019).

"Journal of Managerial Issues", Invited Manuscript Reviewer, National. (January 4, 2014 - December 31, 2016).

"AAA SW Regional Meeting", Teaching, Learning and Curriculum Section, Ad Hoc Reviewer, Regional. (July 1, 2014 - December 31, 2014).

Invited Reviewer "The Games Accountants Play". blind review

"Financial Accounting for Undergraduates 2e/3e", Cambridge Business Publishers, Ad Hoc Reviewer, International. (October 1, 2014 - December 30, 2014).

Invited textbook review

"Southwest Regional AAA meeting", American Accounting Association, Invited Manuscript Reviewer, Regional. (October 1, 2013 - December 1, 2013).

Invited reviewer for submissions to 2014 Southwest Regional Meeting for the Teaching, Learning and Curriculum track

### **Presentations Given**



Leflar, C. J. F. (Author Presenter), American Accounting Association Annual Meeting, "Dining on the Job: An Exploratory Investigation of Free Meals Received by Accounting Academics," American Accounting Association, Annual Meeting, San Francisco, CA, United States. (August 13, 2019).  
An academic career in the field of Accounting has long been considered a good, rewarding career. This research adds evidence to just how nice a career it is by exploring the remuneration given to Accounting professors in the form of free meals. While salaries and other benefits of an academic position can be considerable, it is worth considering that an academic may receive a large number of free meals, the number depending on their job duties, through an academic year. Considering that these meals save after-tax dollar spending on food, this can be a significant reward to academics and an enticement to enter the field.

Leflar, C. J. (Presenter), Simpson, PhD, E. (Presenter), Leflar, R. B. (Presenter), Charles J. Finger Celebration, "The Early Years of Charles J. Finger, Newbury Award Winner," Fayetteville Public Library, Fayetteville Public Library, Fayetteville, AR, United States. (March 3, 2019).  
The Fayetteville Public Library is celebrating the republishing of Charles J. Fingers 'Tales From Silverlands', which won the 1928 Newbury Award. I am invited to speak on his youth, his years in Patagonia, and career up until he settled in Fayetteville.

## **Publications - Teaching Related**

### *Journal Article (Conditionally Accepted)*

Leflar, C. J. F., Drake, C. B. "The Lady in Red: Dr. Doris Cook, the Lady of Firsts in Arkansas Accounting". Fayetteville, AR. issuetbd. tbd, Submitted, received conditional acceptance December 2018 with revision requests. Revised and resubmitted April, 2019.  
upcoming

### *Essay (Accepted)*

Leflar, C. J. My Years at Mizzou. forthcoming edition. University of Missouri, Columbia, Missouri. April (2nd Quarter/Spring) 5, 2019. Invited article for Mizzou Department of Accounting annual newsmagazine.  
forthcoming

### *Online Teaching Related Journal (Published)*

Leflar, C., Terrell, K. Teaching Innovative Problem Solving: A Practical Guide to Increasing Students' 'Out of the Box' Thinking. Spring 2014 edition. Accounting Instructor's Report. April (2nd Quarter/Spring) 4, 2014. Published in Spring 2014 Issue.

## **Publications - Research Related**

### *Journal Article (Published)*

Leflar, C. "The U.S.S. Charles J. Finger: The Voyages of the Namesake of a Fayetteville Icon". Flashback: Journal of the Washington County Historical Society, Fayetteville, AR. issue3. October (4th Quarter/Autumn) 24, 2012. pp 99 - 120, This publication is not a business related article. It deals with maritime history.

## **Educationally Related Presentations and Workshops**

"Europe Found with EuroFound", presented at American Accounting Association Annual Meeting, International, Sponsored by American Accounting Association, Accepted. (August 6, 2018).  
Business activities are increasingly global and familiarity with international business practices is quickly becoming a prerequisite for a successful career in public accounting or in corporate business. Some students are fortunate to be able to do a business oriented study abroad program, but such students are in a minority. Many students exposure to international business is restricted to vacation travel and many students, particularly those from rural regions and who are putting themselves through school, do not even have that opportunity.

In order to provide realistic, first person knowledge of overseas business and socio/political issues, we have found EuroFound to be an extremely valuable resource. EuroFound is the section of the European Union government tasked with doing research on economic and social issues for use in decision-making in the EU and member governments. It is located in Dublin, Ireland and therefore provides its analysis in English. All of their materials are provided free of charge online and are easily accessible for classroom and assignment use. The analysis is professionally done, unbiased and thorough and is arguably better than what is available in many North American sources.

"Mark Chain Innovation in Graduate Teaching Award Presentation", presented at AAA Annual Meeting, International, Sponsored by American Accounting Association, Invited. (August 7, 2017).

"FSA/Mark Chain Innovation in Graduate Teaching Award Project Presentation: "Interviewing for Requirements in the Advanced AIS Classroom"", presented at American Accounting Association Annual Meeting, International, Sponsored by American Accounting Association, Invited, Published in Proceedings. (August 5, 2017).

This was a presentation to explain and demonstrate the role playing method we used in class to teach students interviewing skills and how to apply the information gathered to an advisory project that for setting up an accounting system.

"Mark Chain Innovation in Graduate Teaching Award Presentation", presented at CTLA (Conference on Teaching and Learning), International, Sponsored by American Accounting Association, Invited. (August 5, 2017).

"Globalizing a Curriculum: The Curious Case of an Accounting Department Study Abroad", presented at American Accounting Association Annual Meeting, International, Sponsored by American Accounting Association, Accepted. (August 8, 2016).

An accounting specific study abroad program may bring unexpected classroom benefits. While students who studied overseas have better global perspectives, classroom discussions, student/faculty interactions, innovation and global perspectives in non-travelled students all increased in classes with sufficient study abroad veterans.

"Globalize Your Classes Using Student Study Abroad Experiences", presented at American Accounting Association Annual Meeting, International, Sponsored by American Accounting Association, Accepted. (August 6, 2016).

We present an innovative way to achieve the goal of global business knowledge in accounting classes. A few years after founding an accounting-based study abroad, faculty noticed an accumulation of students with common departmental study abroad experience which changed the dynamic of classes. The globally-experienced students shared their perspective with others, formed particularly high performing teams and changed the dynamic of class discussions. Though the intent of forming the departmental study abroad was not to change the classroom environment, such was the outcome. We provide guidance on how to introduce and foster this global business outlook.

"Teaching Accounting Standard Setting via Student Roleplaying: Full Cost versus Successful Efforts Accounting for Oil and", presented at Conference on Teaching and Learning Accounting, International, Sponsored by American Accounting Association, Accepted. (August 6, 2016).

We present a role playing exercise for students to do in class which teaches the FASB standing setting process. The premise is that FASB must decide how to account for the costs of drilling an exploratory oil well which does not find enough oil and gas to produce. Political and business pressures influence the choice between considering the drilling costs an asset or an expense. Students role play politicians, oil company owners, bankers, FASB and SEC commissioners and other participants. Students will talk about this class enthusiastically for the rest of the semester.

"Turning Database Dread into Student Skill: How Accounting Technology can make a Senior Swagger instead of Stumble", presented at American Accounting Association Annual Meeting, International, Sponsored by American Accounting Association, Accepted, Published in Proceedings. (August 12, 2015).

Tables from the database are removed from the computerized environment and are exhibited as posters taped to classroom walls as students role-play customer/sales person interactions. Throughout the role-play, the posted tables are live-updated and journal entries are created for the class to experience data creation.

The three parts of the activity are described below.

"Tri-Blended Principles of Accounting Classes: Creating a Win-Win-Win Scenario", presented at American Accounting Association Annual Meeting, International, Sponsored by American Accounting Association, Accepted, Published in Proceedings. (August 2014).

In an age of limited faculty resources, we present a format which utilizes the efficiency and cost savings of large lecture classes and online delivery with the advantages of face-to-face lectures and small group interactions.

A 'Traditional' three hour class may have 30–75 students and meets weekly for three hours. An online class moves the content to the web in various formats. A 'Blended Delivery' class is a mix of the two. Traditional classes are often seen as inefficient while online and blended formats are often less effective due to the limited instructor/student interactions. A traditional class may also consist of large sections, potentially several hundred and can be subject to criticisms similar to online courses.

Our Tri-Blended course delivers each of the three hours differently. One hour is lecture delivered in a large auditorium so students get the benefits of a face-to-face lecture. One hour is delivered online so the efficiencies of online education are realized. The final hour is delivered face-to-face in small groups of about fourteen students so the benefits of personal faculty/student interactions are realized.

Adoption of this method resulted in savings roughly equivalent to two full-time faculty positions while retaining high quality instruction.

"Tri-Blended Principles of Accounting Classes: Creating a Win-Win-Win Solution", presented at ASCPA 11th Annual Accounting Educators' Congerence, State, Sponsored by Arkansas Society of CPAs, Invited. (May 12, 2014).

Is it possible to gain the efficiencies of large lectures and online delivery while retaining the benefits of small class sizes with personal interaction between the instructor and students? Instead of a three hour class consisting of three 'traditional' class meetings, instructor Katie Terrell and Dr. Charles J.F. Leflar, Clinical Professor of Accounting at the Walton College, University of Arkansas have experimented with three separate one hour segments, each delivered in a different format, (traditional lecture in a large class, small group, and online) The goal being to keep the benefits of face-to-face instruction while gaining the efficiencies of online and large lecture classes.

"Innovative Thinking and Problem Solving in Business: Using the C.O.R.E. Framework to Customize Assignments so Students Grow Beyond Their Mental Box", presented at American Accounting Association Annual Meeting, International, Sponsored by American Accounting Association, Accepted. (August 6, 2013).

The concept of 'Thinking Outside the Box' is frequently held forth as a desirable approach to solving business problems. However, it is rare to find any attempts to define the "Box" much less to propose specific stems which can be taken to teach students to think beyond it.

This presentation describes a classroom tested approach to first graph out each student's individual 'Box' and then provides course assignments and activities which are specifically designed to help the student learn to go beyond their current problem solving methodologies. We use the C.O.R.E. framework (developed by Ayan) to do this. The C.O.R.E. stands for Curiosity, Openness to new ideas, mental Energy and willingness to take Risks.

The semester starts with each student doing a series of self-assessments to determine a score in each of the C.O.R.E. attributes. Assignments were developed in each of the four areas designed to take the student beyond their comfort zone. Each student was required to do a different number of assignments in each of the C.O.R.E. areas depending on their self-assessment. For example, a student with a low O (Openness) score could do the assignment to attend the International Poetry Slam Haiku competition which was held nearby and report back to class on his or her experiences. Examples of the course structure and assignments in each of the C.O.R.E. areas will be provided.

"The Multicultural Classroom: Putting your best foot forward, not in your mouth.", presented at AAA Annual Meeting, International, Sponsored by American Accounting Association, Accepted, Published in Proceedings. (August 6, 2012).

While classrooms are becoming multi-cultural at an increasing rate, too often those teaching introductory accounting classes are failing to attract Hispanic and other minority cultures into the accounting profession. Lack of cultural understanding can inadvertently repel the very students we wish to attract. This presentation is intended to provide specific "dos and don'ts" for classroom management and course design for classes with mixed North American/South American student components. Interpersonal communications, Faculty/Student interaction and cultural expectations are addressed as are potential faux pas. These include such things as hand gestures which are innocuous in the United States but which may be insulting in Peru or Brazil. While not a comprehensive guide, the information provided ought to assist instructors in better managing multi-cultural classrooms and understand multi-cultural issues. The presentation is intended to increase the effectiveness of presentations in multi-cultural classes as well as increase the confidence of the instructors of those classes. It is designed to be useful to instructors who are both North and South American to better interact with students from other cultures.

"The University of Arkansas' New Academic Integrity System", presented at Arkansas Society of CPA's Educators' Conference, State, Sponsored by Arkansas Society of CPA's, Invited. (May 21, 2012).  
Forthcoming

"Proven Strategies for Increasing Student Involvement in Online and Blended Delivery Classes: Graded Online Discussion Boards as the Proxy for Traditional Class Meetings", presented at AAA Annual Meeting, International, Sponsored by American Accounting Association, Accepted. (August 8, 2011).  
Online classes often struggle with low student interest and high attrition. How can this problem be mitigated? A carefully designed and well implemented graded online discussion board system may go far in eliminating these problems and increasing student learning in online classes.

"2010 Bea Sanders, Mark Chain, and George Krull Effective Learning Strategies award winners and honorable mention sessions", presented at 4th Annual Conference on Teaching and Learning in Accounting, International, Sponsored by American Accounting Association, Invited. (August 6, 2011).  
2010 Bea Sanders, Mark Chain, and George Krull Effective Learning Strategies award winners and honorable mention sessions, discussion panel participant as award runner up

"The Walton College Model for MMBA Blended Delivery", presented at NIDA Conference on Online Pedagogy for MBA Programs, International, Sponsored by NIDA - National Institute of Development Administration, Invited. (May 20, 2011).

The Walton College Model for MMBA (Managerial or part time Masters in Business Administration) blended delivery courses. This innovative program developed at the Walton College blends the advantages of face-to-face classes with the efficiency of online education.

"Back to the Future: Using Accounting History to Explore Professional Opportunities", presented at AAA Annual Meeting, International, Sponsored by American Accounting Association, Accepted, Published in Proceedings. (August 3, 2010).

## **SERVICE**

### **Consulting**

For Profit Organization, Various for profit and NFP. (January 2006 - Present).  
Consulting of various types, mostly financial reporting, business processes, and cash flows. Sierra Club of Arkansas, King Farms, software beta tester (EWoM) and other small to medium clients.

For Profit Organization, Non-disclosed name, Fayetteville, AR. (August 2017 - November 2017).  
Consulting on financial and completion aspects of application for legal dispensary license for medical cannabis. Former MBA student is forming a LLC to apply for a license and requested help with cash flow projections, personal financial statement and organizational issues.

Non-Governmental Organization (NGO), International Dark Sky Association (IDA). (September 2016 - March 2017).  
Contacted by organization president (Bruce McMath) of this astronomy organization to help him structure the finances of the national and local organizations considering 501-c-3 implications. I was the State Sierra Club treasurer for many years so he knew my experience in this area.

For Profit Organization, Celtic Whisky Tours, Dublin, Ireland. (February 2014 - June 2016).  
Business advisory and strategic planning services for start up business in Dublin. Engagement arose from contacts made during the Ireland Summer Business Seminar study abroad program.  
(With Katie Terrell)

For Profit Organization, Cambridge Bus. Publishers. (August 2014 - November 2014).  
Textbook reviews, undergraduate and graduate

Non-Governmental Organization (NGO), Opera Arkansas, AR. (October 2011 - August 2012).  
Helping develop a Business Plan for new opera company in Arkansas.

### **University Service**

#### **College/School**

Committee Member, Global Engagement Office Advisory Committee. (January 2018 - Present).  
Selected as departmental representative to advise WCOB GEO.

Student Org Advisor (Professional Org), Beta Alpha Psi, National Student Honor Organization. (July 2009 - Present).

Faculty advisor for a very active student organizations (1 - 2 meetings and functions per week). I also attend regional and national meetings with the students. Our chapter was recognized as a Superior Chapter again in 2011-12.

Attendee, Graduation, Walton College of Business. (April 2003 - Present).  
Volunteer Departmental Commencement Marshal

Faculty Advisor for WCOB Student Competition Team, Deloitte Campus Audit Innovation Challenge. (September 2016 - December 2016).

For the first time, the WCOB was one of 32 schools across the nation invited to compete in the Deloitte Campus Audit Innovation Challenge. I recruited and trained the team and accompanied them to Atlanta for the competition.

Judge for EMBA Orientation Case Competition, Walton College GSB. (August 2012 - December 2016).

Annual volunteer for judge at case competition in the EMBA orientation.

Committee Member, Endowed Chair Review Committee. (January 2016 - June 2016).  
Serve as member of committee assigned to review the reappointment of Dr. Craig Rennie to his endowed chair.

Program Director, Masters of Accountancy Program. (June 2014 - June 2015).

Conference Discussant, WCOB. (September 2014).  
Invited Panel Member, Academic Integrity Week panel on Integrity Issues

Member of team winning WCOB Award. (August 2013 - May 2014).  
Co winner of WCOB award for Outstanding Team Achievement for 'Tri-Blended Principles of Accounting Implementation Team' with Katie Terrell and JaLynn Thomas.

Guest Speaker, Walton College 'Tea Talk'. (April 2013).  
Guest speaker at Walton College 'Tea Talk' about University of Arkansas Academic Integrity Policy and the AUAIB (All University Academic Integrity Board).

### **Department**

Committee Chair, Search Committee for Clinical Professor. (January 2016 - March 2018).  
Lead search for faculty hire - Clinical Professor

Student Org Advisor (Professional Org), Deloitte Campus Audit Innovation Challenge. (September 2017 - November 2017).  
Deloitte has invited the U of A for the second year to participate with a small number of other schools in their Audit Innovation Challenge competition. I am the faculty advisor of our six student team which travels to Atlanta for the competition Nov. 13, 14.

Committee Chair, Department of Accounting. (January 2016 - April 2017).  
Chair of Search Committee to hire a Clinical Professor to replace Claire Yan.

Committee Member, Assessment committee. (January 2006 - January 2017).  
Assessment Committee...ongoing process to provide assessment of departmental teaching and other activities for AACSB.

Committee Member, Annual Peer Review Committee. (November 2006 - February 2014).  
Annual Department Peer Review.

### **Student Organization**

Faculty Advisor, Deloitte Audit Innovation Challenge 2018. (September 2018 - November 2018).  
Recruit, Organize, Train and Present student competition team, Houston TX

Conference Panel, Beta Alpha Psi - PRWI Judge. (June 2012 - August 2012).  
Invited Judge at BAP Annual Meeting for 'Project Run With It' competition. This annual competition has student teams working as consultants for NFP groups in the convention city. Three faculty members are invited to serve as judges out of the hundreds of faculty advisors.

Student Org Advisor (Non-Professional Org), 'USS' (Underground Swing Society) Student interest group. (October 2007 - July 2011).  
Faculty Advisor (invited) for student interest group which focuses on ballroom and swing dancing.

### **University**

Committee Member, Honors College Fellowship Interviews. (March 2018 - Present).  
Interview incoming freshmen for prestigious Honors Fellowships

Student Recruiter, Honors College. (February 2009 - March 2018).  
Invited member of interview committee for Honors College, Bodenhamer and Sturgis fellowships, Spring semester annually.

Guest Speaker, School of Law. (April 2017).  
Invited speaker to Professor Gossman's Environmental Law class.

Guest Speaker, Department of Fine Arts. (October 2016).  
Invited speaker to Department of Arts Professional Practices seminar for graduating seniors and graduate students. Co-presenter with Katie Terrell.

Committee Member, All University Academic Integrity Board. (January 2015 - June 2015).  
I represent the WCOB on the AUAIB. I am the alternate but Paul Cronan (the regular member) is on an Off-Campus Duty Assignment so I am taking his place.

Committee Chair, AUAIB - All University Academic Integrity Board. (July 2011 - June 2014).  
Monthly meetings to adjudicate allegations of academic dishonesty by U of A students. Asked to serve by Provost, elected Chair by committee members.

Internal Grant Proposal Reviewer, Honors College. (January 2013 - December 2013).  
Invited reviewer for Honors Students study abroad grant proposals Spring and Fall

Co-Director, University of Arkansas Teaching Academy. (August 2011 - August 2013).  
Provide strategic direction and other duties as needed.

Volunteer Teaching Mentor for Faculty, Teaching Center, Office of Nationally Competitive Programs. (January 2013 - May 2013).  
Volunteer in mentorship program for U of A faculty desiring help with teaching related issues

Guest Speaker, Holcomb Get a Job 101 program. (April 2013).  
Invited speaker to program teaching students (primarily International students) how to successfully search for jobs.

Faculty Teaching Mentor, Teaching and Faculty Support Center. (February 2012 - June 2012).  
I volunteered to be assigned as a teaching mentor to faculty on the U of A campus. I have been workign with a mathematics professor on the effective design and delivery of online courses.

Executive Committee Member, University of Arkansas Teaching Academy. (April 2011 - June 2012).  
Elected member of Executive Committee for University of Arkansas Teaching Academy. Executive Committee consists of President, Vice President and two elected members,.

## **Professional Service**

Conference Panel, Arkansas Association of CPAs. (May 2015).  
Invited to be discussion leader at annual Educators' Conference. Topic is Graduate Programs (Masters of Accounting as well as others)

## **Public Service**

Committee Member, Audit Committee, City of Fayetteville. (March 2017 - Present).  
Responsible for oversight of City of Fayetteville financial statements, audit and internal controls.  
Interviewing audit firms for City of Fayetteville audit contract.

Committee Member, City of Fayetteville. (April 2017 - December 2019).  
Appointed member of City of Fayetteville Audit Committee

Treasurer, Washington County Democrat Committee, Washington County, AR. (August 2018 - February 2019).  
Treasurer of Washington County Democrats

## **Service Honors and Awards**

### **Service, University**

Excellence in Service Award, Walton college of Business, Service, University, (2013).  
Received the annual Walton College Award for Excellence in Service. This recognizes service beyond the College as well.

Golden Tusk Award, Division of Student Affairs, U of Ark, Service, University, (2012).  
Awarded by Vice-Provost for Student Affairs/Dean of Students to recognize "..the spirit of teamwork, hard work and the value of doing the right thing" with regards to the "Students First" initiative.

Outstanding RSO (Registered Student Organization) Advisor, Office of Student Affairs, U of Ark, Service, University, (2012).  
Recognized as University wide Outstanding Faculty Advisor for work with Beta Alpha Psi. Superior Chapter, Beta Alpha Psi, Service, University, (2011).  
Faculty Advisor for U of A Beta Alpha Psi chapter (Alpha Iota) which was named as a Superior Chapter.

First Place, Best Practices Competition, Beta Alpha Psi, Service, University, (2010).  
Faculty Advisor for Student Honor Society who won first place in Southwest Regional Meeting competition for best practices.

GOLD Status, Beta Alpha Psi, Service, University, (2010).  
Faculty Advisor for U of A Beta Alpha Psi chapter (Alpha Iota) which was named as a GOLD STATUS Chapter.

Outstanding RSO 2009/2010, University of Arkansas, Service, University, (2010).  
Faculty Advisor for Student Honor Society which was recognized as 'Best RSO (Residential Student Organization)" on U of Ark campus, 2009/2010.

Superior Chapter, Beta Alpha Psi, Service, University, (2010).  
Faculty Advisor for U of A Beta Alpha Psi chapter (Alpha Iota) which was named as a Superior Chapter.

### **Advising/Mentoring**

Outstanding Mentor - 2019, U of A Office of Nationally Competitive Awards, Advising/Mentoring, University, (2019).  
Received for mentoring Beta Alpha Psi team which won first place in the Southwest Regional Best Practices competition in March.



## **Jeffrey Mullins**

University of Arkansas  
Information Systems  
WCOB 220

Qualifications: Scholarly Practitioner

Sufficiency: Participating

Phone: (479)-575-7745

Email: JMullins@walton.uark.edu

### **Brief Biography**

Jeff is the Associate Director of MIS programs and a faculty member in the Information Systems department. He regularly teaches graduate and upper level undergraduate courses in Enterprise Resource Planning, Database, and Application Development.

### **Education**

MS, University of Arkansas, 2006.  
Emphasis/major: Information Systems  
Supporting Areas of Emphasis: Enterprise Resource Planning

BS, University of Arkansas, 1997.  
Emphasis/major: Computer Science

### **Professional Licenses and Certifications**

ERPsim Certified Trainer (Level 2), HEC Montreal. (January 2010 - Present).  
Demonstrated expertise in the understanding and administration of ERPsim; qualified to conduct faculty training and grant ERP Certified Instructor (Level 1) certification.

## **WORK EXPERIENCE**

### **Teaching Experience**

#### **University of Arkansas**

ISYS 4283 - BUS DATABASE SYSTEMS, 6 terms.  
ISYS 5103 - DATA ANALYTICS FUNDAMENTALS, 8 terms.  
ISYS 511 - IT SKILLS SEMINAR, 1 term.  
ISYS 511V - IT SKILLS SEMINAR, 43 terms.  
ISYS 5213 - ERP FUNDAMENTALS, 10 terms.  
ISYS 5223 - ERP CONFIG & IMPLEMENTATION, 2 terms.  
ISYS 5833 - DATA MANAGEMENT SYSTEMS, 23 terms.  
ISYS 636V - SPECIAL PROBLEMS, 2 terms.  
WCOB 4213 - ERP FUNDAMENTALS, 2 terms.  
WCOB 4223 - ERP CONFIG & IMPL, 3 terms.  
WCOB 5213 - ERP FUNDAMENTALS, 11 terms.  
WCOB 5223 - ERP CONFIG & IMPLEMENTATION, 5 terms.

### **Non-Credit Instruction Taught**

University of Arkansas - ERP Presentations, 60 participants. (2018).

Facilitated ERPsim Distribution Game in 2 sections of ISYS 2263 (Bopp and Shipp).

Phillips66, 12 participants. (July 2018).

Provided instruction and facilitation for ERPsim research study involving a "new hire" group from Phillips66

ConocoPhillips, 21 participants. (June 2018).

Provided instruction and facilitation for ERPsim research study involving a "new hire" group from ConocoPhillips

University of Arkansas - ISYS Department, 15 participants. (September 2017).

Facilitated 2-day ERPsim faculty workshop at the University of Arkansas for ISYS faculty and Ph.D. students. Worked with Susan Bristow to design and deliver the workshop.

ConocoPhillips, 17 participants. (July 2017).

Provided instruction and facilitation for ERPsim research study involving a "new hire" group from ConocoPhillips

Phillips66, 12 participants. (July 2017).

Provided instruction and facilitation for ERPsim research study involving a "new hire" group from Phillips66

ISYS 636V, 1 participant. (January 2017 - May 2017).

Provided instruction, guidance, and assessment for Ally Maumba to complete a "special projects" class in Spring 2017 (officially taught by Paul Cronan), which involved completing the Python components of ISYS 5103 coursework and embarking on a larger project using that knowledge after completing the coursework. Approx 20 hours spent in addition to normal course load.

University of Arkansas - Database Presentations, 150 participants. (January 2017).

Guest speaker in ISYS 2103

- 2/1 Hoehle

University of Arkansas - ERP Presentations, 130 participants. (2016).

Facilitated ERPsim Distribution Game in 1 section of ISYS 2263 (approx 15 students, McDaniel's class) and covered one class session of ERP lecture in ISYS 5213 (approx 32 students, Serrano's class).

University of Arkansas - Database Presentations, 250 participants. (2016).

Guest speaker in ISYS 2103

- 2/1 Hoehle

- 9/6 Bristow

- 9/7 Ma

ConocoPhillips, 18 participants. (July 2016).

Provided instruction and facilitation for ERPsim research study involving a "new hire" group from ConocoPhillips

Phillips66, 14 participants. (June 2016).

Provided instruction and facilitation for ERPsim research study involving a "new hire" group from Phillips66

ISYS Department, 250 participants. (2015).

Guest speaker in ISYS 2103 (Spring, Hoehle) and 2 sections of ISYS 3293 (Spring and Summer, Bristow).

University of Arkansas - ERPsim, 130 participants. (November 2015).

Facilitated ERPsim Distribution Game in 2 sections of ISYS 2263 (approx 50 students each) and covered one class session of ERPsim competition in ISYS 5213 (approx 30 students).

ConocoPhillips, 23 participants. (July 2015).

Provided instruction and facilitation for ERPsim research study involving a "new hire" group from ConocoPhillips

Phillips66, 16 participants. (July 2015).

Provided instruction and facilitation for ERPsim research study involving a "new hire" group from Phillips66

ConocoPhillips, 36 participants. (July 2014).

Provided instruction and facilitation for ERPsim research study involving a "new hire" group from ConocoPhillips

Phillips66, 15 participants. (July 2014).

Provided instruction and facilitation for ERPsim research study involving a "new hire" group from Phillips66

University of Arkansas - ISYS Department, 10 participants. (June 2014).

Facilitated 3-day ERPsim faculty workshop at the University of Arkansas for ISYS faculty and Ph.D. students. Worked with Susan Bristow and Christina Serrano to design and deliver the workshop.

University of Arkansas - ERPsim, 50 participants. (February 2014).

Facilitated ERPsim manufacturing game for Dr. David Douglas' MBA Enterprise Systems class; supported ERPsim questions and requests for help as needed for ISYS 2263, WCOB 4213, and WCOB 5213

University of Arkansas - ERPsim, 350 participants. (January 2013 - November 2013).

Facilitated ERPsim Distribution Game as a full-week supplemental content module in most spring and fall sections of ISYS 2263 (7 sections total); provided some support for Extended Manufacturing Game as a 4-week project in ISYS 5433 (MBA Enterprise Systems)

University of Arkansas - ERPsim, 20 participants. (July 2013).

Covered 2 summer class sessions (6 hours) for Susan Bristow involving instruction and practice for the ERPsim extended manufacturing game.

ConocoPhillips, 24 participants. (July 2013).

Provided instruction and facilitation for ERPsim research study involving a "new hire" group from ConocoPhillips

Phillips66, 22 participants. (July 2013).

Provided instruction and facilitation for ERPsim research study involving a "new hire" group from Phillips66

Tyson Foods, Inc., 25 participants. (June 2013).

Provided instruction and facilitation for ERPsim research study involving a group of business professionals from Tyson Foods, Inc.

University of Arkansas - ERPsim, 250 participants. (January 2012 - November 2012).

Facilitated ERPsim Distribution Game as a full-week supplemental content module in all spring and fall sections of ISYS 2263 (4 sections total); facilitated Extended Manufacturing Game as a 4-week project in ISYS 5433 (MBA Enterprise Systems)

ConocoPhillips, 20 participants. (July 2012).

Provided instruction and facilitation for ERPsim research study involving a "new hire" group from ConocoPhillips

Phillips66, 25 participants. (July 2012).

Provided instruction and facilitation for ERPsim research study involving a "new hire" group from Phillips66

Business Analytics Certificate (ITRI/ExecEd), 14 participants. (January 2012).

Taught part two of a three part executive education certificate program on Business Intelligence. 2-day workshop covered database design, SQL, and data warehousing tools and techniques.

Received excellent feedback and evaluations.

Tyson Foods, Inc., 25 participants. (January 2012).

Provided instruction and facilitation for ERPsim research study involving a group of IS professionals from Tyson Foods, Inc.

University of Arkansas - ERPsim, 250 participants. (January 2011 - November 2011).

Facilitated ERPsim Distribution Game as a full-week supplemental content module in all spring and fall sections of ISYS 2263 (6 sections total)

ConocoPhillips, 25 participants. (July 2011).

Provided instruction and facilitation for ERPsim research study involving a "new hire" group from ConocoPhillips

SAP University Alliance, 16 participants. (January 2011).

Facilitated 4-day ERPsim faculty workshop at 2011 ERPsim Winter Workshops in Huntsville, TX.

SAP University Alliance, 20 participants. (December 2010).

Facilitated online "remote" ERPsim distribution game with faculty from multiple universities in preparation for 2011 ERPsim Winter Workshop.

Information Systems Department, 12 participants. (October 2010).

Facilitated ERPsim distribution game to introduce ISYS PhD students to the ERPsim game and discuss research opportunities.

ERPsim Labs, 30 participants. (September 2010).

Assisted in supporting online "remote" ERPsim distribution game facilitated by Gilbert Babin.

ConocoPhillips, 25 participants. (May 2010).

Provided instruction and facilitation for ERPsim research study involving a "new hire" group from ConocoPhillips

SAP University Alliance, 24 participants. (March 2010).

Assisted in supporting ERPsim Workshop at SAP Curriculum Congress, led by the ERPsim creators from HEC Montreal.

University of Arkansas, 40 participants. (January 2010 - March 2010).

Supported ERPsim in the MBA Enterprise Systems course taught by Christine Davis.

## **Professional Development**

Conference Attendance, "ICIS," Association for Information Systems, San Francisco, CA, United States. (December 2018).

Attended ICIS

Conference Attendance, "ICIS Doctoral Consortium," Association for Information Systems, Monterey, CA, United States. (December 2018).

Attended ICIS Doctoral Consortium

"Visiting Scholar Presentation - Jens Foerderer," University of Arkansas Department of Information Systems, Fayetteville, AR. (December 2018).

"Webinar - Null Hypothesis Testing and Bayesian Analysis," CARMA, Fayetteville, AR, United States. (October 2018).

CARMA webinar

Conference Attendance, "SAS Day," University of Arkansas, Fayetteville, AR, United States. (September 2018).

SAS Day morning speakers

"SAS Python Workshop," SAS, Fayetteville, AR. (September 2018).

Integrating SAS and Python

"Visiting Scholar Presentation - Paul Pavlou," University of Arkansas Department of Information Systems, Fayetteville, AR. (May 2018).

Conference Attendance, "Blockchain Conference," University of Arkansas, Fayetteville, AR, United States. (April 2018).

U of A Blockchain 1-day Conference

"Diversity Training," University of Arkansas, Fayetteville, AR, United States. (April 2018).

Diversity training conducted for the ISYS department.

Seminar, "IRB Lunch and Learn," Institutional Research - U of A, Fayetteville, AR, United States. (April 2018).

Ro Windwalker presented new IRB process highlights.

"Visiting Scholar Presentation - Ryan Wright," University of Arkansas Department of Information Systems, Fayetteville, AR. (March 2018).

Conference Attendance, "HICSS," HICSS, Waikoloa, HI, United States. (January 2018).

Attended HICSS

Conference Attendance, "HICSS Doctoral Consortium," HICSS, Waikoloa, HI, United States. (January 2018).

Attended HICSS Doctoral Consortium

Teaching/Learning Workshop, "EAB Cutting Edge Recruitment Strategies," Education Advisory Board (EAB), Fayetteville, AR, United States. (January 2018).

Cutting-Edge Recruitment Strategies: Competing on Student Outcomes to Attract Today's Career Changer  
Cutting-Edge Strategies for Turning Passive Interest into Program Enrollments

As marketing channels have become more crowded and expensive than ever, it's become increasingly challenging to capture the attention of today's prospective student. While technology advances enable consumers to spend more time online, they are increasingly distracted and skeptical. This presentation will examine how progressive institutions are using outcomes-focused marketing messages to highlight program value by identifying relevant career and learning outcomes and designing effective campaigns across channels. This study provides a special focus on attracting career changers – a substantial, largely untapped population of working professionals who are dissatisfied in their current role and are seeking a next step in their career, but aren't necessarily even considering or evaluating further education.

During the presentation, we'll focus on how you can attract the attention of would-be career changers, support their exploration of available professional opportunities, and use student stories to demonstrate program value as prospects independently build and prioritize their consideration sets.

In This Session, Participants Will Learn...

- What student-centric messaging and content strategies compel undecided career changers to consider pursuing a new field?
- How can we educate prospects on a new field and make the case for how the skills conferred in the program meet demonstrated labor demand?

- What strategies most effectively provide proof of program value as prospects independently build and prioritize their consideration sets

"Visiting Scholar Presentation - Sunil Mithas," University of Arkansas Department of Information Systems, Fayetteville, AR. (November 2017).

Conference Attendance, "Arkansas Digital Government Summit," State of Arkansas, Little Rock, AR. (September 2017).

Arkansas Digital Government Summit one-day conference

"Visiting Scholar Presentation - Mary Lacity," University of Arkansas Department of Information Systems, Fayetteville, AR. (September 2017).

Business of Blockchain

Conference Attendance, "Academy of Management," Academy of Management, Atlanta, GA. (August 2017).

Highly-regarded international conference in management

Conference Attendance, "OCIS Doctoral Consortium," Academy of Management, Atlanta, GA. (August 2017).

Applied, was accepted, and attended the Organizational Communications and Information Systems (OCIS) Doctoral Consortium at AOM 2017.

"SAS Text Mining," University of Arkansas, Fayetteville, AR. (May 2017).

Presented by Andre de Waal and James Harroun from SAS

Seminar, "Online Programs and Courses," University of Arkansas Global Campus, Fayetteville, AR. (April 2017).

Overview and updates on online program initiatives with Don Judges & team.

"Visiting Scholar Presentation - Sabyasachi Mitra," University of Arkansas Department of Information Systems, Fayetteville, AR. (April 2017).

"Visiting Scholar Presentation - Yuqing Ren," University of Arkansas Department of Information Systems, Fayetteville, AR. (April 2017).

Conference Attendance, "ASUG BI+ Analytics Conference," SAP, New Orleans, LA. (October 2016). Americas SAP User Group annual practitioner conference focusing on BI and analytics

Conference Attendance, "NWA Tech Summit," Bentonville/Bella Vista Chamber of Commerce, Rogers, AR. (October 2016).

Northwest Arkansas Technology Summit one-day conference

Conference Attendance, "AMCIS Doctoral Consortium," Association for Information Systems, San Diego, CA. (August 2016).

Applied, was accepted, and attended the AMCIS Doctoral Consortium - Mid-Stage Doctoral Student Track

Conference Attendance, "Americas Conference on System Sciences (AMCIS)," Association for Information Systems, San Diego, CA. (August 2016).

Highly-regarded international (Americas region) conference in our field

"Tech3Labs and ERPsim Visit," University of Arkansas. (July 2016).

Teaching and Research meetings with faculty and graduate students at HEC Montreal involving NeuroIS lab capabilities at Tech3Labs, and discussion/work on ERPsim for classroom and online use.

"SAS Visual Statistics," University of Arkansas, Fayetteville, AR. (April 2016).

Presented by Mike Speed and Tom Bohannon

"Visiting Scholar Presentation - Genevieve Bassellier," University of Arkansas Department of Information Systems, Fayetteville, AR. (April 2016).

"Visiting Scholar Presentation - Indranil Bardhan," University of Arkansas Department of Information Systems, Fayetteville, AR. (April 2016).

"Visiting Scholar Presentation - Mary Lacity," University of Arkansas Department of Information Systems, Fayetteville, AR. (April 2016).

"Visiting Scholar Presentation - Youngjin Yoo," University of Arkansas Department of Information Systems, Fayetteville, AR. (April 2016).

"Mathematical Models of Short-Term Memory," University of Arkansas, Fayetteville, AR. (March 2016). Zachary Kilpatrick from the University of Houston

"Visiting Scholar Presentation - Elise Labonte-LeMoyne," ISGSA. (March 2016).

"Visiting Scholar Presentation - Varun Grover," University of Arkansas Department of Information Systems, Fayetteville, AR. (March 2016).

Conference Attendance, "SAP Academic Conference Americas," SAP, San Diego, CA. (February 2016). Professional development and networking with other institutions using ERP in the classroom.

Conference Attendance, "Hawaii International Conference on System Sciences (HICSS)," University of Hawaii, Kauai, HI. (January 2016).  
Highly-regarded international conference in our field

Conference Attendance, "International Conference on Information Systems (ICIS)," Association for Information Systems, Fort Worth, TX. (December 2015).  
Premier international conference in our field

"RefWorks Workshop - Jonathan Torres," University of Arkansas, Fayetteville, AR. (August 2015).

NWA .NET User Group Meeting, "NWA .NET User Group Meeting - Developer Mixer," NWA Developers Group, Fayetteville, AR. (June 2015).  
Networking with professional developers in NWA

Conference Attendance, "Big XII+ MIS Research Symposium," Iowa State University, Ames, IA. (April 2015).  
Local IS research conference for Big XII and other invited schools

Conference Attendance, "SAP Academic Conference Americas," SAP, Phoenix, AZ. (April 2015).  
Professional development and networking with other institutions using ERP in the classroom.

"Visiting Scholar Presentation - Brent Scott," Department of Management. (April 2015).  
Publishing in AMJ

"Visiting Scholar Presentation - Marie-Claude Boudreau." (April 2015).

"Visiting Scholar Presentation - Thiagarajan Ravichandran." (March 2015).

"Visiting Scholar Presentation - Deborah Compeau." (February 2015).

"Webinar - A Glorious and Not-So-Short History of the Information Systems Field, Rudy Hirschheim," AIS. (February 2015).

Conference Attendance, "International Conference on Information Systems (ICIS)," Association for Information Systems. (December 2014).

Premier international conference in our field

"HLM Workshop - Likoebe Maruping," University of Arkansas, Fayetteville, AR. (November 2014).

"Research Presentation to ICBA - Viswanath Venkatesh." (November 2014).

"SAS Visual Analytics Workshop - Tom Bohannon," University of Arkansas, Fayetteville, AR. (November 2014).

"Visiting Scholar Presentation - Likoebe Maruping." (November 2014).

"Visiting Scholar Presentation - Thomas Kude." (November 2014).

"Visiting Scholar Presentation - Russ Johnson," Department of Management. (October 2014).  
Publishing in AMR, tips from an associate editor

Conference Attendance, "Big XII+ MIS Research Symposium," University of Oklahoma, Norman, OK.  
(April 2014).

Local IS research conference for Big XII and other invited schools

CTE Panel, "CTE Teaching Panel," Center for Teaching Effectiveness, Fayetteville, AR. (February 2014).  
Online teaching methods and best practices

"Visiting Scholar Presentation - Amrit Tiwana." (February 2014).

Seminar, "TFSC Faculty Luncheon - Blackboard," TFSC, Fayetteville, AR. (December 2013).  
Abi Moser - Blackboard: What's New? What's Easy?

TFSC Luncheon, "TFSC Dead Day Luncheon," TFSC, Fayetteville, AR. (December 2013).  
Our Best Approaches to Enhancing Learning on Campus -various presenters

"Visiting Scholar Presentation - Suprateek Sarker," Information Systems, Fayetteville, AR. (November 2013).

Seminar, "IBM Academic Initiative Role in Developing Big Data, Analytics, Mobile and Security Curriculum," IBM, Fayetteville, AR. (September 2013).  
Valinda Kennedy

Conference Attendance, "Teaching Camp," TFSC, Petit Jean, AR. (August 2013).  
Deep learning & various other topics

"ERPsim Level 2 Training," HEC Montreal. (June 2013).  
Training class to lean advanced instruction and techniques for ERPsim, and updates to system and curriculum

Conference Attendance, "Big XII+ MIS Research Symposium," Oklahoma State University, Stillwater, OK. (April 2013).

Local IS research conference for Big XII and other invited schools

Keynote Presentation, "Steve Wozniak," University of Arkansas, Fayetteville, AR. (April 2013).  
Presented at Barnhill Arena

"Visiting Scholar Presentation - Xiaojun Zhang," Information Systems, Fayetteville, AR. (April 2013).

"Visiting Scholar Presentation - Arvind Malhotra," Information Systems, Fayetteville, AR. (March 2013).

"Visiting Scholar Presentation - Rudy Hirschheim." (March 2013).

Conference Attendance, "SAP Academic Conference Americas," SAP, Milwaukee, WI. (February 2013).



Professional development and networking with other institutions using ERP in the classroom.

"Visiting Scholar Presentation - Saonee Sarker," Information Systems, Fayetteville, AR. (January 2013).

"Winter Teaching Symposium," TFSC, Fayetteville, AR. (January 2013).  
Civility and Collegiality

TFSC Luncheon, "TFSC Dead Day Luncheon," TFSC, Fayetteville, AR. (December 2012).  
Who are our Students?

"Advanced Powerpoint," Graduate School of Business, Fayetteville, AR. (November 2012).  
Half-day workshop on advanced Powerpoint techniques

"Online Program Development," Global Campus, Fayetteville, AR. (October 2012).  
Workshop with Dr. Tawnya Means

Seminar, "Understanding the Interplay of Habits and Organizational Routines in Telehealth  
Implementations," Information Systems, Fayetteville, AR. (October 2012).  
Research seminar/presentation

"Web-based Proctoring Technology Demonstration," Global Campus, Fayetteville, AR. (October 2012).  
Demos from multiple vendors of online proctoring products and services

CTE Luncheon, "CTE Luncheon," Center for Teaching Effectiveness, Fayetteville, AR. (September 2012).  
Technology Showcase

"HLM Workshop," Information Systems, Fayetteville, AR. (September 2012).  
Full-day Saturday workshop on Hierarchical Linear Modeling facilitated by Likoebe Maruping

Seminar, "Online Programs," AACSB, Tampa, FL. (September 2012).  
AACSB seminar on developing and managing online programs

Continuing Education Program, "Speed Reading Skills," UA Global Campus / Continuing Education,  
Fayetteville, AR. (July 2012 - August 2012).  
Advanced/speed reading skills

Conference Attendance, "Teaching Camp," TFSC, Petit Jean, AR. (July 2012).  
Online learning & various other topics

"ERP Configuration with Global Bike," SAP, Chico, CA. (June 2012).  
SAP University Alliance Summer Workshop; topics included configure of SAP in the new standard Global  
Bike (GBI) environment

Dissertation Proposal & Defenses, "ISYS Ph.D. Candidate Presentations," Information Systems,  
Fayetteville, AR. (May 2012).

Brattin - 3/28 (defense)

Hassel- 5/31 (proposal)

Conway 5/31 (defense)

Seminar, "Pinnacle of Online Learning," Graduate School of Business, Fayetteville, AR. (May 2012).  
MBA student perspectives on online learning

CTE Luncheon, "CTE Luncheon," Center for Teaching Effectiveness, Fayetteville, AR. (April 2012).  
Teaching Tips

TFSC Luncheon, "TFSC Dead Day Luncheon," TFSC, Fayetteville, AR. (December 2011).  
The Privilege of Teaching

Conference Attendance, "Teaching Camp," TFSC, Petit Jean, AR. (July 2011 - August 2011).  
Academic Integrity & various other topics

"GBI 2.0," Enterprise Systems, Fayetteville, AR. (July 2011).  
Training class to familiarize ERP faculty at the UA with the new GBI 2.0 environment for use in the ERP  
Fundamentals course

Professor Leader Forum, "ConocoPhillips Professor Leader Forum," ConocoPhillips, Bartlesville, OK.  
(July 2011).  
Networking and idea-sharing with ConocoPhillips leaders and faculty from schools selected by  
ConocoPhillips

IIBA Chapter Meeting, "IIBA Chapter Meeting," IIBA, Rogers, AR. (May 2011).  
Formation of NWA IIBA Chapter

NWA .NET User Group Meeting, "NWA .NET User Group Meeting - Planning Poker," NWA .NET User  
Group, Bentonville, AR. (April 2011).  
Project Management and work estimation techniques

Conference Attendance, "SAP Curriculum Congress '11," SAP, Monterey, CA. (March 2011).  
Professional development and networking with other institutions using ERP in the classroom.

"Winter Teaching Symposium," TFSC, Fayetteville, AR. (January 2011).  
Teaching with Technology: Pedagogy, Potential, Pitfalls + breakout sessions

TFSC Luncheon, "TFSC Dead Day Luncheon," TFSC, Fayetteville, AR. (December 2010).  
Assisting Distressed Students

AACSB Accreditation Luncheon, "AACSB Accreditation Luncheon," WCOB, Fayetteville, AR.  
(November 2010).

The Executive Committee is pleased to present Dr. Kathryn Martell (Ph.D. University of Maryland), a  
nationally-known expert on the topic of assessing student learning. Since the new accreditation  
standards were passed in 2003, Dr. Martell has worked closely with AACSB to help schools meet the  
Assurance of Learning Standards. She has trained more than 900 faculty and administrators from  
more than 250 universities and edited the publication "Assessment of Student Learning in Business  
Schools: Best Practices Each Step of the Way."

Dr. Martell will be on campus Monday, November 29, working with our faculty committees to review our  
Assurance of Learning status and she will provide suggestions regarding how we can make  
improvements. She will also speak to the entire faculty regarding AACSB standards, best practices in  
assessment and simple procedures you can put into place to make the assessment process easier.

Conference Attendance, "SAS Day," SAS, Fayetteville, AR. (November 2010).  
SAS Day, Friday, November 12, 2010  
8:00 am – 8:15 am sign in – coffee and juice  
SAS Day Opening 8:15 am - 8:30 am : Welcome and Agenda overview -- TBA  
8:30 am – 10:10 am – Introduction to Data Mining with SAS Enterprise Miner  
10:10 am - 10:30 am - Break  
10:30 am – 11:20 SAS Enterprise Guide for Analytics – Target students in intro statistics  
11:30 am to 12:15 pm – Dr. Jim Goodnight presentation  
12:15 pm – 1:30 – Lunch  
1:30 pm – 2:20 pm - Teradata/Sam's demonstration of SAS in database data mining  
2:30 pm – 3:20 pm – University of Arkansas demonstration of SAS Data Warehouse  
3:20 pm – 3:30 pm – Break  
3:30 pm – 4:20 pm – Introduction to SAS Forecast Studio, Advanced Analytics and demo SAS/ACCESS  
at the University of Arkansas

"ITRI Business Intelligence Roundtable," ITRI, Fayetteville, AR. (November 2010).

A Roundtable on Business Intelligence (BI) has been scheduled for Monday, November 8, 2010 from 10:00 am – 2:00 pm. The roundtable will be held in the Wal-Mart Executive Boardroom on the 5th floor of Willard W. Walker Hall and will be facilitated by Melody Playford of Dillard's. This event provides our board member companies to discuss topics among each other in a very open atmosphere.

Academic Honesty Luncheon, "Academic Honesty Luncheon," Center for Teaching Effectiveness, Fayetteville, AR. (October 2010).

An Honest Discussion About Academic Dishonesty  
Friday, October 15th in WJWH 427 11:30-12:30

Ro Di Brezzo, chair of the Faculty Senate, has named an ad hoc task force to review and revise the university's Student Academic Honesty Code. Paul Cronan is co-chairing this important effort, with plans to bring a revised Student Academic Honesty Code to the Faculty Senate for review this fall.

ERPsim BI Lunch, "ERPsim BI Lunch," ERPsim Labs, Fayetteville, AR. (October 2010).  
Preview & Discussion of new BI tools under development with ERPsim

"ISYS Department Colloquium," ISYS Department, Fayetteville, AR. (September 2010).  
Title: "ERPsim : A platform for multi-method experimental research in IS"

Presenter: Dr. Pierre-Majorique Leger, HEC Montreal

IT Executive Forum, "IT Executive Forum," ITRI, Fayetteville, AR. (September 2010).

NWA .NET User Group Meeting, "IOC, OOP, and Software Architecture," NWA .NET User Group, Bentonville, AR. (September 2010).

Matt Hinze talks about inversion of control, object-oriented principles, software architecture and how to develop quality software very quickly. In this intermediate to advanced level talk, Matt presents the basics of IOC in C# and codes live several interesting usage patterns...

NWA .NET User Group Meeting, "Task Estimation with Planning Poker," NWA .NET User Group, Bentonville, AR. (September 2010).

Planning Poker is a consensus-based estimation technique for estimating, mostly used to estimate effort or relative size of tasks in software development. It is a variation of the Wideband Delphi method. In this session you will learn not only what planning poker is but how to facilitate it with your team. Using Planning Poker to estimate task on your project is not only accurate its fun.

TFSC Luncheon, "Our International Students: Enrollment, Retention, and Resources," TFSC, Fayetteville, AR. (September 2010).

"Baum Teaching Workshop," TFSC, Fayetteville, AR. (August 2010).  
"Exploring Academic Integrity: Where Can We Go from Here?"

"Blackboard Training Workshops," UITTS, Fayetteville, AR. (August 2010).  
Blackboard 9.1 Introduction, Content Management, and Assessment

Conference Attendance, "CyberInfrastructure Days," University of Arkansas, Fayetteville, AR. (May 2010).

University of Arkansas hosted Cyberinfrastructure Days to promote available cyberinfrastructure capabilities and resources and to engage faculty and students in the use of these resources to advance research and education.

TFSC Luncheon, "Dead Day Luncheon," TFSC, Fayetteville, AR. (April 2010).  
Underprepared Students

ITRI Brownbag Luncheon, "GDH Consulting Brownbag Luncheon," ITRI, Fayetteville, AR. (March 2010).

This time allows companies to sharing information about their organization. It is our hope that this will increase the dialog between the company and the U of A.

## **Teaching Honors and Awards**

Student Feedback, University of Arkansas, Teaching, (2018).

Various positive student feedback/recognitions received throughout the year over e-mail and evaluation comment sections - see supplementary documents for details.

Beta Gamma Sigma - Favorite Professor, Beta Gamma Sigma, Teaching, (2017).

Invited to the annual Beta Gamma Sigma initiation banquet as the favorite professor of Terrill Standifer and Nick Lenz (Professional MIS)

Student Feedback, University of Arkansas, Teaching, (2017).

Various positive student feedback/recognitions received throughout the year over e-mail and evaluation comment sections - see supplementary documents for details.

Outstanding Lecturer (Adjunct), Sam M. Walton College of Business, Teaching, (2016).

Selected as the 2015 outstanding lecturer for the Walton College

Student Feedback, University of Arkansas, Teaching, (2016).

Various positive student feedback/recognitions received throughout the year over e-mail and evaluation comment sections - see supplementary documents for details.

Beta Gamma Sigma - Favorite Professor, Beta Gamma Sigma, Teaching, (2015).

Invited to the annual Beta Gamma Sigma initiation banquet as the favorite professor of Jasleen Bhatia (MIS), Wesly Clark (Professional MIS) and Nanda Nair (Professional MIS).

Student Feedback, University of Arkansas, Teaching, (2015).

Various positive student feedback/recognitions received throughout the year over e-mail and evaluation comment sections - see supplementary documents for details.

Beta Gamma Sigma - Favorite Professor, Beta Gamma Sigma, Teaching, (2014).

Invited to the annual Beta Gamma Sigma initiation banquet as the favorite professor of Sonali Arab (MIS) and Vinod Sivagnanam (MIS).

Student Feedback, University of Arkansas, Teaching, (2014).

Various positive student feedback/recognitions received throughout the year over e-mail and evaluation comment sections - see supplementary documents for details.

Beta Gamma Sigma - Favorite Professor, Beta Gamma Sigma, Teaching, (2013).

Invited to the annual Beta Gamma Sigma initiation banquet as the favorite professor of Rasul Aggarwal (MBA), and Bin Liu (also MBA) if I recall, but can't find confirmation for Bin.

Student Feedback, University of Arkansas, Teaching, (2013).

Various positive student feedback/recognitions received throughout the year over e-mail and evaluation comment sections - see supplementary documents for details.

Beta Gamma Sigma - Favorite Professor, Beta Gamma Sigma, Teaching, (2012).

Invited to the annual Beta Gamma Sigma initiation banquet as the favorite professor of 3 inductees: Sally Nguyen (Accounting undergraduate), Dawa Lama Tamang (full-time MIS), and Ed Spaunhurst (Professional MIS).

Student Feedback, University of Arkansas, Teaching, (2012).

Various positive student feedback/recognitions received throughout the year over e-mail and evaluation comment sections - see supplementary documents for details.

Student Feedback, University of Arkansas, Teaching, (2011).

Various positive student feedback/recognitions received throughout the year over e-mail and evaluation comment sections - see supplementary documents for details.

Student Feedback, University of Arkansas, Teaching, (2010).

Various positive student feedback/recognitions received throughout the year over e-mail and evaluation comment sections - see supplementary documents for details.

## **RESEARCH**

### **Editorial Activities**

"Proceedings of the 52nd Hawaii International Conference on System Sciences", Invited Manuscript Reviewer, International. (July 2018).

Conducted review, paper was not of sufficient quality for HICSS.

"Proceedings of the 39th International Conference on Information Systems", Invited Manuscript Reviewer, International. (June 2018).

Conducted 2 reviews, recommended one for revision, and the other paper was not of sufficient quality for ICIS.

"Journal of the Association for Information Systems", Invited Manuscript Reviewer, International. (April 2018).

Paper was relevant and showed promise for a significant contribution - recommended a major revision.

"Information & Management", Invited Manuscript Reviewer, International. (February 2018).

"Proceedings of the 51st Hawaii International Conference on System Sciences", Invited Manuscript Reviewer, International. (July 18, 2017).

Conducted review, paper was not of sufficient quality for HICSS.

"Proceedings of the 38th International Conference on Information Systems", Invited Manuscript Reviewer, International. (June 3, 2017).

Conducted review, paper was not of sufficient quality for ICIS.

"Proceedings of the 50th Hawaii International Conference on System Sciences", Invited Manuscript Reviewer, International. (July 21, 2016).

Conducted review, paper was not of sufficient quality for HICSS.

"Proceedings of the 37th International Conference on Information Systems", Invited Manuscript Reviewer, International. (June 7, 2016).

Conducted review, paper was not of sufficient quality for ICIS.

"AIS Transactions on Human-Computer Interaction", Invited Manuscript Reviewer, International. (January 21, 2016).

Paper lacked important elements to make a suitable contribution in the journal; provided comments and suggestions for improvement.

"Proceedings of the 36th International Conference on Information Systems", Invited Manuscript Reviewer, International. (June 6, 2015).

Conducted review, paper was not of sufficient quality for ICIS.

"International Journal of Accounting Information Systems", Invited Manuscript Reviewer, International. (April 15, 2015).

Paper was of insufficient quality for publication in this journal.

"MWAIS 2015 Proceedings", Midwest Association for Information Systems, Invited Manuscript Reviewer, International. (March 13, 2015).

Paper was not very good, but a good idea. MWAIS is a good conference for budding authors to further develop ideas.

"Information & Management", Invited Manuscript Reviewer, International. (December 27, 2014).

"Proceedings of the 35th International Conference on Information Systems", Invited Manuscript Reviewer, International. (June 1, 2014).

Conducted review, paper was not of sufficient quality for ICIS.

"Integrated Business Processes with ERP Systems", Wiley Publishing, Ad Hoc Reviewer, International. (March 29, 2010 - April 9, 2010).

Reviewed pre-release edition of the textbook "Integrated Business Processes with ERP Systems" by Magal & Word.

## Presentations Given

Mullins, J. K. (Presenter & Author), Sabherwal, R. (Author Only), Hawaii International Conference on System Sciences (HICSS), "Beyond Enjoyment: A Cognitive-Emotional Perspective of Gamification," Waikoloa Village, HI. (January 4, 2018).

The success of gamified systems depends on their ability to engage players by eliciting both positive and negative emotions, but little guidance exists on creating emotional experiences through gamified design. This paper reviews work in psychology and neuroscience to highlight the interactive processes of cognition and emotion, and describes their relevance to gamification. Drawing on a model of the cognitive structure of emotions, and the mechanics-dynamics-emotions (MDE) framework for gamification, this paper advances a cognitive-emotional perspective on gamification and provides general propositions and directions for future research.

Mullins, J. K. (Presenter & Author), OCIS Doctoral Consortium, "Getting Serious about Games: A Study of Work and Play through Information Systems," Academy of Management, Atlanta, GA. (August 5, 2017).

Mullins, J. K. (Presenter & Author), ISYS 601V - Graduate Colloquium, "Game On! The Influence of Performance-based Design Elements on Engagement and Attitudes," UA ISYS Department. (October 21, 2016).

Serious games and gamification offer opportunities for organizations to engage their stakeholders in a variety of ways. Research on these phenomena has uncovered an array of positive, mixed, and negative outcomes associated with the use of game design elements in non-gaming contexts. Further, research in this area is nascent and largely atheoretical with calls for greater theorizing and attention to context when doing so. To address the practical challenges, prior empirical findings, and calls for theory, we develop a mid-range theory by extending the nomological network of cognitive absorption and IS acceptance to include elements of game design and IS use behaviors. We test this model using a combination of longitudinal and cross-sectional analyses of data from 232 individuals in the context of a serious game using a real-world enterprise resource planning (ERP) system. Results indicate general support for the proposed model, highlighting the additive and differential effects of two performance-based game design elements and suggesting boundary conditions for some previously accepted relationships in the context of serious games.

Cronan, P. (Presenter & Author), Bhuiyan, M. S., Douglas, D. E. (Author Only), Mullins, J. K., 2016 Annual Conference on Academic Integrity, "A Web-Based Intervention to Change Academic Integrity Knowledge, Attitudes, and Intentions: US Students Compared to Students at an International

University," International Center for Academic Integrity, Santa Ana Pueblo, New, Mexico. (February 19, 2016).

Bristow, S. E. (Presenter & Author), Serrano, C. I. (Author Only), Mullins, J. K. (Presenter & Author), SAP Academic Conference Americas, "Online versus Flipped Learning: Understanding Factors that Shape Student Success in an ERP Fundamentals Course," San Diego, CA. (February 17, 2016).

Mullins, J. K. (Presenter & Author), Cronan, P. (Author Only), ISYS 601V - Graduate Colloquium, "Game Changer? Making a Difference in ERP Knowledge, Self-Efficacy, and Attitudes through an Immersive Intervention," UA ISYS Department. (October 15, 2015).

This study assesses the effectiveness of an ERP simulation intervention to influence ERP knowledge, self-efficacy, perceived ease of use, perceived usefulness, and attitude. ERP knowledge is conceptualized and operationalized as a second-order formative construct with three reflective dimensions: business process knowledge, enterprise systems knowledge, and transaction skill knowledge. Additionally, a model is developed based on predominant theories of IS acceptance and tested using survey data and an intervention in which 248 professionals from three different organizations use a real-world ERP system to manage virtual manufacturing firms in an accelerated real-time competitive simulation game. Using PLS SEM, results support the proposed model, suggesting that ERP knowledge is an important antecedent of ERP self-efficacy, perceived ease of use, perceived usefulness, and attitude.

Mullins, J. K., ITRI Executive Board Meeting, "Game Changer? Making a Difference in ERP Knowledge, Self-Efficacy, and Attitudes through an Immersive Intervention," Information Technology Research Institute. (October 1, 2015).

This study assesses the effectiveness of an ERP simulation intervention to influence ERP knowledge, self-efficacy, perceived ease of use, perceived usefulness, and attitude. ERP knowledge is conceptualized and operationalized as a second-order formative construct with three reflective dimensions: business process knowledge, enterprise systems knowledge, and transaction skill knowledge. Additionally, a model is developed based on predominant theories of IS acceptance and tested using survey data and an intervention in which 248 professionals from three different organizations use a real-world ERP system to manage virtual manufacturing firms in an accelerated real-time competitive simulation game. Using PLS SEM, results support the proposed model, suggesting that ERP knowledge is an important antecedent of ERP self-efficacy, perceived ease of use, perceived usefulness, and attitude.

Cronan, P. (Presenter & Author), Douglas, D. E. (Author Only), Mullins, J. K., Bhuiyan, M. S., 2015 Annual Conference on Academic Integrity, "Influencing Academic Integrity Awareness and Attitudes: A Study of Freshmen and International Students," International Center for Academic Integrity, Vancouver, Canada. (February 28, 2015).

Presented results of Fall 2014 Academic Integrity research study. In this interactive session, we discuss how influencing freshmen and incoming international students could effect change in the academic integrity (AI) culture. Survey results of University of Arkansas freshmen and incoming international students as well as Colorado State University international students who were exposed to AI learning are presented and discussed. AI learning included on-line learning using the RAISE System for Academic Integrity Education. Preliminary results (based on attitudes and perceptions regarding AI, and pre/post AI learning sessions) indicate a significant increase in AI awareness and a positive change in attitudes and show promise in enhancing awareness and attitudes.

Mullins, J. K. (Presenter & Author), Sabherwal, R. (Author Only), International Conference on Information Systems (ICIS), "How Much Information is Too Much? Effects of Computer Anxiety and Self-Efficacy," Association for Information Systems (AIS). (December 16, 2014).

Decision makers' cognitive capabilities cannot keep pace with the ongoing exponential growth in the available amount of data. Seeking to understand the resulting consequences, this paper addresses three research questions: How does information load in teams affect decision quality in the context of an integrated information system? How do the attributes of team members affect decision quality? How do the attributes of team members moderate the effects of information load in teams on decision quality? Building on prior literature, the proposed research model includes a curvilinear relationship between information load and decision quality, moderated by the decision-makers' computer self-efficacy (CSE) and computer anxiety. The model is tested using empirical data from 95 dyads making

decisions within a business simulation. The results generally support the research model. More specifically, information load has a curvilinear relationship with decision quality, which is attenuated and reinforced by CSE and computer anxiety, respectively.

Mullins, J. K. (Presenter & Author), Sabherwal, R. (Author Only), ISYS 601V - Graduate Colloquium, "How Much Information is Too Much? Effects of Computer Anxiety and Self-Efficacy," UA ISYS Department. (October 14, 2014).

Decision makers' cognitive capabilities cannot keep pace with the ongoing exponential growth in the available amount of data. Seeking to understand the resulting consequences, this paper addresses three research questions: How does information load in teams affect decision quality in the context of an integrated information system? How do the attributes of team members affect decision quality? How do the attributes of team members moderate the effects of information load in teams on decision quality? Building on prior literature, the proposed research model includes a curvilinear relationship between information load and decision quality, moderated by the decision-makers' computer self-efficacy (CSE) and computer anxiety. The model is tested using empirical data from 95 dyads making decisions within a business simulation. The results generally support the research model. More specifically, information load has a curvilinear relationship with decision quality, which is attenuated and reinforced by CSE and computer anxiety, respectively.

Mullins, J. K. (Presenter & Author), Sabherwal, R. (Author Only), Big XII+ MIS Research Symposium, "Information Systems as Conduits for Information Flow: A Communication Framework of System Usage for Decision Making," University of Oklahoma, Norman, OK. (April 6, 2014).

The ability to effectively leverage information systems and data resources for decision making has become a key differentiator in successful organizations. Decision makers must be competent and confident in their use of information systems to gather, analyze, and act on data available to them through integrated enterprise systems. They must also be able to effectively communicate with others in their organization, in an adjacent cubicle or halfway across the world, to exchange information. Drawing upon the literature in the areas of cybernetic communication and human information processing, this paper develops a communication framework to model the circular and causal process of system usage that includes: gathering information about a current state; interpreting information into a problem space; deciding on a course of action to move closer to a desired state; enacting the decision; and subsequently gathering information to assess the impacts and updated state. Characteristics of decision makers are proposed to influence the processes by which communication into and out of IS impact performance in an IS-enabled decision making context, and the effect of media synchronicity on communication through IS in this context is also explored. The model is tested using data collected from individuals and dyads competing in a simulation game using SAP®, a market-leading Enterprise Resource Planning (ERP) system, to manage virtual organizations in an accelerated real-time environment. Performance for each dyad is analyzed as longitudinal panel data, with results generally supporting the proposed model and explaining 41 percent of the variance in operational performance. Implications for research and practice are discussed.

Mullins, J. K. (Presenter & Author), Sabherwal, R. (Author Only), ISYS 601V - Graduate Colloquium, "Information Systems as Conduits for Information Flow: A Communication Framework of System Usage for Decision Making," UA ISYS Department. (March 21, 2014).

The ability to effectively leverage information systems and data resources for decision making has become a key differentiator in successful organizations. Decision makers must be competent and confident in their use of information systems to gather, analyze, and act on data available to them through integrated enterprise systems. They must also be able to effectively communicate with others in their organization, in an adjacent cubicle or halfway across the world, to exchange information. Drawing upon the literature in the areas of cybernetic communication and human information processing, this paper develops a communication framework to model the circular and causal process of system usage that includes: gathering information about a current state; interpreting information into a problem space; deciding on a course of action to move closer to a desired state; enacting the decision; and subsequently gathering information to assess the impacts and updated state. Characteristics of decision makers are proposed to influence the processes by which communication into and out of IS impact performance in an IS-enabled decision making context, and the effect of media synchronicity on



communication through IS in this context is also explored. The model is tested using data collected from individuals and dyads competing in a simulation game using SAP®, a market-leading Enterprise Resource Planning (ERP) system, to manage virtual organizations in an accelerated real-time environment. Performance for each dyad is analyzed as longitudinal panel data, with results generally supporting the proposed model and explaining 41 percent of the variance in operational performance. Implications for research and practice are discussed.

Cronan, P. (Presenter & Author), Douglas, D. E. (Author Only), Mullins, J. K., 2014 Annual Conference on Academic Integrity, "Teachable Moments: Attitudes and Perceptions as a Potential Cultural Influence on Freshmen." (February 28, 2014).

Presented results of Fall 2013 Academic Integrity research study

Mullins, J. K. (Presenter & Author), ISYS 601V - Graduate Colloquium, "A Communication Framework of IT Usage," UA ISYS Department. (October 8, 2013).

The ability to effectively leverage information systems and data resources for decision-making has become a key differentiator in successful organizations. Knowledge workers must be competent, confident, and innovative in their use of information systems to gather, analyze, and act on data available to them through integrated enterprise systems. They must also be able to effectively communicate with others in their organization, in an adjacent cubicle or halfway across the world, to exchange knowledge and share information and insights. This study explores the effects of individual IT attributes and aspects of system use on dyad performance in a complex task environment, and investigates the moderating effects of lean media communication on the relationships of those factors to task performance. Drawing on previous research of individual IT attributes (computer self-efficacy, computer anxiety, personal innovativeness, and computer playfulness), and following a staged approach to develop a contextualized model of system usage as a framework of cybernetic and socio-psychological communication, a model is proposed to explain task performance in a simulated business environment. The model is extended to include the effects of lean-media communication on relationships to performance. The model is tested using data collected from individuals and dyads competing in a simulation game using SAP®, a market-leading Enterprise Resource Planning (ERP) system, to manage virtual organizations in an accelerated real-time environment. Quarterly performance for each dyad is analyzed as longitudinal panel data, with results generally supporting the model and explaining 24-30% of the variance in dyad performance. This study proposes a communication framework through which system usage can be measured, illuminates the effects of lean-media communication on performance-affecting factors, and advances understanding of how individual IT attributes and system use affect outcomes.

Mullins, J. K. (Presenter Only), Cronan, P. (Leader), Shah, V. S. (Presenter Only), Hammer, B. (Presenter Only), University of Arkansas, "Teachable Moments: Freshman Attitudes and Knowledge "Changing the AI Culture"," University of Arkansas. (November 29, 2012).

Presented initial results of Fall 2012 Academic Integrity research study to senior university administrators.

## **Publications - Teaching Related**

*Conference Proceeding (Accepted)*

Bristow, S. E., Serrano, C. I., Mullins, J. K. "Game Play: Online Delivery of ERP Simulation Game". 2016.

## **Publications - Research Related**

*Journal Article (Paper Under Review)*

Mullins, J. K., Cronan, P. "Game Changer: Using Gamified Enterprise Systems Training to Promote Self-Efficacy and Attitudes through Knowledge".

*Journal Article (Accepted)*

Mullins, J. K., Sabherwal, R. "Gamification: A cognitive-emotional view". Published online, awaiting journal issue assignment.

Successful gamified systems engage players by eliciting their positive and negative emotions. However, prior literature provides little guidance on how to create emotional experiences through gamified design. This paper reviews work in psychology and neuroscience to examine the interactive processes of cognition and emotion and connect them to gamification. More specifically, it draws upon a model of the cognitive structure of emotions and the mechanics–dynamics–emotions framework for gamification to advance a cognitive–emotional view of gamification.

*Journal Article (Revise and Resubmit)*

Mullins, J. K., Sabherwal, R. "Game On! The Influence of Performance-Based Design Elements on Engagement and Attitudes". Second round review.

Serious games and gamification offer opportunities for organizations to engage their stakeholders in a variety of ways, but high failure rates and a lack of guidance pose serious challenges. Research on these phenomena has uncovered an array of positive, mixed, and negative outcomes associated with the use of game design elements in non-gaming contexts. However, research in this area is nascent with calls for greater theorizing and attention to context. To address the practical challenges, the inconsistent empirical findings, and the calls for theory, we develop a model that explains the impacts of common performance-based game design elements (i.e., points and ranking) on behavioral and perceptual outcomes in a serious game context. In doing so, we extend the nomological network of cognitive absorption and IS acceptance to include elements of game design and IS use behaviors. We test this model through longitudinal and cross-sectional analyses of data from 259 individuals using a real-world enterprise resource planning (ERP) system. Results indicate general support for the proposed model, highlighting the differential effects of the two performance-based game design elements and suggesting boundary conditions for some previously accepted relationships in the context of serious games.

*Conference Proceeding (Accepted)*

Mullins, J. K., Sabherwal, R. "Beyond Enjoyment: A Cognitive-Emotional Perspective of Gamification". Proceedings of the 51st Hawaii International Conference on System Sciences, New York, NY. January (1st Quarter/Winter) 2018.

The success of gamified systems depends on their ability to engage players by eliciting both positive and negative emotions, but little guidance exists on creating emotional experiences through gamified design. This paper reviews work in psychology and neuroscience to highlight the interactive processes of cognition and emotion, and describes their relevance to gamification. Drawing on a model of the cognitive structure of emotions, and the mechanics-dynamics-emotions (MDE) framework for gamification, this paper advances a cognitive-emotional perspective on gamification and provides general propositions and directions for future research.

*Journal Article (Published)*

Cronan, P., Mullins, J. K., Douglas, D. E. "Further Understanding Factors that Explain Freshman Business Students' Academic Integrity Intention and Behavior: Plagiarism and Sharing Homework". issue 1. January (1st Quarter/Winter) 2018. 197-220.

Academic integrity (AI) violations on college campuses continue to be a significant concern that draws public attention. Even though AI has been the subject of numerous studies offering explanations and recommendations, academic dishonesty persists. Consequently, this has rekindled interest in understanding AI behavior and its influencers. This paper focuses on the AI violations of plagiarism and sharing homework for freshman business students, examining the factors that influence a student's intention to plagiarize or share homework with others. Using a sample of more than 1300 freshman business students over two years, we modeled intent to plagiarize and intent to share homework using factors in the Theory of Planned Behavior (TPB) in addition to past violation behavior and moral obligation (feelings of guilt). Based on the results of this study, attitude, perceived behavioral control, subjective norm, and in addition past behavior and moral obligation, were found to significantly influence an individual's intention to violate academic integrity (for plagiarism and sharing homework when asked not to do so), explaining 33% and 35% of the variance in intention to commit an AI violation for sharing homework and plagiarism respectively. These results contribute to a better understanding of individuals' motivations for plagiarizing and sharing homework, which is a necessary step toward reducing academic integrity violations.

*Journal Article (Revise and Resubmit)*

Mullins, J. K., Sabherwal, R. "Beyond Information: Cognitive Overload in Decision Making".

In making decisions, organizations need information. They rely on individuals and teams, who have cognitive limitations, resulting in a tension with organizational access to increasing amounts of information. Therefore, this paper investigates the relationship between information volume and decision performance, especially the potential for cognitive overload, and how decision makers' dispositional attributes – computer self-efficacy, computer anxiety, and learning goal orientation – influence this relationship. We develop a theoretical model using cognitive load, information processing, and social cognitive theories. Empirical data on system use behaviors and decision outcomes is collected over time from 117 dyads, who used an enterprise resource planning system to make decisions for a competitive virtual firm in a business simulation, and supplemented with survey data. The results support the theoretical model, indicating a curvilinear relationship between information volume and decision performance, which is reinforced by decreasing computer self-efficacy, increasing computer anxiety, and increasing learning goal orientation.

*Journal Article (Accepted)*

Cronan, P., Mullins, J. K., Douglas, D. E. "Changing the Academic Integrity Climate on Campus Using a Technology-Based Intervention". *Ethics & Behavior*. issue2. February 17, 2017. 89-105.

Academic integrity (AI) violations on college campuses continue to be a significant concern that draws public attention. Even though AI has been the subject of numerous studies offering explanations and recommendations, academic dishonesty persists. Consequently, this has rekindled interest in understanding AI behavior and its influencers. This paper focuses on the AI violations of plagiarism and sharing homework for freshman business students, examining the factors that influence a student's intention to plagiarize or share homework with others. Using a sample of more than 1300 freshman business students over two years, we modeled intent to plagiarize and intent to share homework using factors in the Theory of Planned Behavior (TPB) in addition to past violation behavior and moral obligation (feelings of guilt). Based on the results of this study, attitude, perceived behavioral control, subjective norm, and in addition past behavior and moral obligation, were found to significantly influence an individual's intention to violate academic integrity (for plagiarism and sharing homework when asked not to do so), explaining 33% and 35% of the variance in intention to commit an AI violation for sharing homework and plagiarism respectively. These results contribute to a better understanding of individuals' motivations for plagiarizing and sharing homework, which is a necessary step toward reducing academic integrity violations.

*Conference Proceeding (Accepted)*

Bristow, S. E., Serrano, C. I., Mullins, J. K. "Online versus Flipped Learning: Understanding Factors that Shape Student Success in ERP Courses". 2016.

*Journal Article (Published)*

Cronan, P., Douglas, D. E., Mullins, J. K. ""An Online Graduate Certificate Credential Program at the University of Arkansas", in Reshaping Society through Analytics, Collaboration, and Decision Support; Role of Business Intelligence and Social Media". *Annals of Information Systems*. 2015. 239-247.

Business Analytics and Big Data have become a very popular topics in recent years. Many universities are gearing up to meet the reported demand people with these skills. This paper shares background, principles, and processes in the development of an online Business Analytics Graduate Certificate Credential program consisting of four graduate courses (each three semester hours). Innovative use of technology is incorporated into all four of the courses to ensure consistency and quality content across courses. The four courses are (1) IT Toolkit—designed to level students (especially those students who do not have an adequate IT background), (2) Decision Support and Analytics – an introduction to statistical analytics with a focus on what the data is telling us, (3) Database Management Systems – a focus on sourcing, preparing, storing and retrieval for data and (4) Business Intelligence – a focus on the discovery of knowledge from data and model development using data mining including social media. Included are the efforts, activities, software, hardware, concepts, teaching philosophy, and

desired outcomes for the graduate credential certificate program. The paper should be very valuable to all those teaching or planning to teach in the Business Analytics area.

*Journal Article (Conditionally Accepted)*

Cronan, P., McHaney, R., Mullins, J. K., Douglas, D. E. "Changing the Academic Integrity Climate on Campus Using a Technology-Based Intervention". Ethics & Behavior.

This paper focuses on the use of a technology-based intervention to change academic integrity (AI) knowledge and attitudes. Using a total sample of over 5000 freshman students drawn from two major Midwestern universities in the U.S. over a three year period, an online intervention was used to determine whether AI knowledge and attitudes could be changed. Based the results of this study, AI knowledge and attitudes can be improved using an online intervention. These results contribute to a better understanding of the AI climate on campus and suggest technology-based interventions can be used to enhance knowledge and change attitudes toward AI on campus.

*Conference Proceeding (Published)*

Mullins, J. K., Sabherwal, R. "How Much Information is Too Much? Effects of Computer Anxiety and Self-Efficacy". Proceedings of the International Conference on Information Systems, Atlanta, GA. December 2014.

## **Educationally Related Presentations and Workshops**

"Defining Citizen Data Scientist for Tyson", presented at Tyson Analytics Community Summit, Local, Sponsored by Tyson Foods, Invited. (November 15, 2018).

Invited to speak on the topic of the citizen data scientist and the role in business.

"About Your Data...", presented at Arkansas Digital Government Summit, State, Sponsored by State of Arkansas, Accepted. (September 13, 2017).

Invited to speak on data integration and data quality alongside Richard Wang (MIT, Arkansas CDO) and Doug Palette (Cisco Systems).

Abstract: The key to superlative information management is accurately determining the nature of the data, including where it came from, where it resides, its format, who owns it, who plans to use it, and how it will be accessed and used. These questions can be tedious and even painful to answer but they are critical steps to optimizing security and getting the most out of analytics. This session focuses on building a solid foundation through effective data management.

"Discussing what University Students Learn About Analytics", presented at ASUG BI+ Analytics Conference, International, Sponsored by SAP, Accepted. (October 20, 2016).

Invited to participate as a panelist alongside faculty from University of Texas Dallas, Georgia College & State University, and Southern University and A&M

"Analytics & Education: A Two-way Street", presented at NWA Tech Summit, State, Sponsored by Bentonville/Bella Vista Chamber of Commerce, Accepted. (October 7, 2016).

Invited and proposal accepted for a panel on analytics and higher education.

"Online Delivery of ERPsim", presented at HEC Montreal Luncheon, Local, Sponsored by HEC Montreal, Accepted. (July 14, 2016).

Sharing experiences from online delivery of the ERPsim game. Joined via Skype by Susan Bristow and Christina Serrano.

"Game Play: Online Delivery of ERP Simulation Game", presented at SAP Academic Conference Americas, International, Accepted, Published in Proceedings. (February 18, 2016).

"Business Analytics and Big Data - Available Resources; Preparing the Next Generation of Knowledge Workers", presented at Hawaii International Conference on Systems Sciences, International, Sponsored by IEEE, Accepted. (January 5, 2016).

"Pen & Paper/iPad/Smart Phone", presented at Dead Day Teaching Symposium, Local, Sponsored by University of Arkansas TFSC, Accepted. (May 2, 2014).

Discussing and illustrating how technology can enhance curriculum and learning, covering options for different levels of technology comfort and different ways in which technology can be used.

"Online Learning Methodology", presented at Teaching Camp, Local, Sponsored by University of Arkansas TFSC, Accepted. (August 6, 2013).

Sharing experiences from blended and online delivery courses, emphasizing a "no compromise" approach to developing and teaching online while recognizing the strengths and limitations of online delivery.

"Integration of ERPsim and GBI Curricula", presented at ERPsim Workshop, Level 2 Training, International, Sponsored by HEC Montreal, Accepted. (June 12, 2013).

As an attendee at the workshop, and a long-time partner with HEC, I was asked during the workshop to present our unique approach to integrating the ERPsim game with Global Bike, Inc. (GBI) lab exercises in our curriculum.

"Introduction to SAP ERP Workshop", presented at SAP Workshops, Invited. (November 14, 2012).

Invited to conduct a workshop in January 2013, but was unable to accept the invitation due to competing commitments

"Business Analytics Certificate", presented at Walton College Business Analytics Certificate, Regional, Sponsored by ITRI and Walton College, Invited. (February 9, 2012).

"Continuing Education in Information Technology", presented at NWA .NET User Group Meeting, Local, Sponsored by NWA .NET User Group, Accepted. (October 12, 2010).

In the IT field, you have to keep learning. Whether you keep learning because you want to, or because you have to (if you don't, someone else will), many options exist for IT professionals to expand the breadth and depth of their skill sets. This presentation will explore several different options for continuing education in the IT field, including self-learning, traditional training, conferences, and a couple of interesting part-time graduate school programs.

"ERPsim Webinar", presented at ERPsim Webinar, International, Sponsored by ERPsim Labs / HEC Montreal / SAP, Accepted. (October 8, 2010).

Co-presented an ERPsim Overview webinar with Pierre-Majorique Leger from HEC Montreal.

"Continuing Education in Information Systems", presented at Arkansas DIS Employee Forums, State, Sponsored by Arkansas Department of Information Systems, Accepted. (July 8, 2010).

Presented information on part-time programs in Information Systems as a featured guest speaker at employee forums.

"Certificate Program Opportunities", presented at Arkansas Academy of Computing Meeting, State, Sponsored by Arkansas Academy of Computing, Accepted. (April 10, 2010).

Presentation of ERP & BI Certificate opportunities in WCOB undergraduate and graduate programs

## **Research Honors and Awards**

Doctoral Consortium - HICSS, HICSS, Scholarship/Research, International, (2018).

HICSS 2018 Doctoral Consortium - applied, was accepted, and attended.

Doctoral Consortium - ICIS, Association for Information Systems, Scholarship/Research, International, (2018).

ICIS 2018 Doctoral Consortium - applied, was accepted, and attended the premier consortium event in our field.

## **SERVICE**

## Consulting

For Profit Organization, Moez Limayem; Sam M. Walton College of Business, University of, AR. (August 2010 - December 2011).

Designed and developed a movie "recommendation agent" to assist in research experiments.

Academic, ERPsim Labs, Montreal, CA. (April 2010 - November 2010).

Key contributor to redesigned ERPsim game payment model, and assisted in continued development of ERPsim related knowledge assessment instruments.

## University Service

### College/School

Enterprise Systems Dataset Updates, Enterprise Systems. (2018).

Revamped Sam's Club and Dillard's enterprise data sets to maximize data integrity and quality, clarify models, and clean up documentation.

Faculty Participant, Misc. Analytics Service. (2018).

\* Presentation/promotion of analytics classes during MACC orientation 8/16

\* Tyson Analytics Community Summit presentation 11/15

\* Tyson meeting for analytics collaboration brainstorming 12/19

\* EMBA info session for analytics focus study area 4/7

Support, Enterprise Systems. (2018).

Supported ES efforts through attendance of board meetings (ITRI, ECSC, ITRI/ISYS Faculty Luncheons) and ES faculty meetings as scheduled, as well as individual advising and discussions with ES director and associate directors on topics related to enterprise systems and data sets.

Attended ITRI Luncheon on 2/5

Support, Enterprise Systems. (2017).

Supported ES efforts through attendance of board meetings (ITRI, ECSC, ITRI/ISYS Faculty Luncheons) and ES faculty meetings as scheduled, as well as individual advising and discussions with ES director and associate directors on topics related to enterprise systems and data sets.

Attended ITRI Luncheon on 8/31

Attended ITRI Board Meeting on 9/15

Committee Member, Assurance of Learning (AOL) Task Force. (November 2016 - 2017).

Participated in AOL task force to help ensure alignment of AOL practices and preparation for upcoming AACSB visit

Committee Member, GSB Associate Director Search Committee. (October 2017).

Assisted in evaluation, interview, and selection of new GSB Associate Director for Recruiting.

Committee Member, Enterprise Systems. (2016).

Supported ES efforts through attendance of board meetings (ITRI, ECSC, ITRI/ISYS Faculty Luncheons) and ES faculty meetings, as well as individual advising with ES director and associate director.

Attended ITRI Luncheon on 8/31

Attended ITRI Board Meeting on 9/15

Committee Chair, ISYS Assistant Director Search Committee. (April 2016).

Assisted in evaluation, interview, and selection of new ISYS Assistant Director for Graduate Programs.

Committee Member, GSB Assistant Director Search Committee. (January 2016).  
Assisted in evaluation, interview, and selection of new GSB Assistant Director.

Committee Member, ISYS Associate Director Search Committee. (January 2016).  
Assisted in evaluation, interview, and selection of new ISYS Associate Director / Instructor.

Committee Member, Walton Tech Center System Administrator Search Committee. (January 2016).  
Assisted in evaluation, interview, and selection of new Tech Center system administrator.

Committee Member, Enterprise Systems. (2015).  
Supported ES efforts through attendance of board meetings (ITRI, ECSC, ITRI/ISYS Faculty Luncheons) and ES faculty meetings, as well as individual advising with ES director and associate director.

Attended ITRI Board Member pre-meeting dinner on 3/30.

Presented ITRI Board Meeting update on MIS programs 3/31

Committee Member, GSB Assistant Director Search Committee. (April 2015).  
Assisted in evaluation, interview, and selection of new GSB Assistant Director.

Committee Member, Enterprise Systems. (2014).  
Supported ES efforts through attendance of board meetings (ITRI, ECSC, ITRI/ISYS Faculty Luncheons) and ES faculty meetings, as well as individual advising with ES director and associate director.

Attended ITRI Board Member dinner with Glen Endress of COP, met with Michael Goul from Arizona state on Analytics, and met with John Tully from SAP on SAP Curriculum.

Facilitated and participated in a full-day visit to Walmart Global Integrated Process (GIP/SAP team) to visit with key stakeholders in their SAP projects.

Facilitated analytics meetings with faculty from other departments (supply chain 1/22, accounting 2/13).

Committee Member, Enterprise Systems. (2013).  
Supported ES efforts through attendance of board meetings (ITRI, ECSC, ITRI/ISYS Faculty Luncheons) and ES faculty meetings, as well as individual advising with ES director and associate director

Committee Member, GSB Assistant Director Search Committee. (August 2013 - September 2013).  
Participated in the search for a new Assistant Director, as well as in the interview process for both assistant director positions hired this year. Reviewed candidates to narrow and discuss, provided feedback and insights on valuable characteristics and perceptions of applicants.

Committee Member, Enterprise Systems. (2012).  
Supported ES efforts through attendance of board meetings (ITRI, ECSC, ITRI/ISYS Faculty Luncheons) and ES faculty meetings, as well as individual advising with ES director and associate director; helped conceive, develop, and execute the idea of a "meet and greet" forum for ISYS majors following the ECSC meeting in Fall 2012.

ERPsims Usage Reporting, ERPsims Usage Report. (August 2012).  
Prepared and delivered a report of ERPsims usage in undergraduate and graduate courses in the Walton College, with current state and recommendations for future direction.

Recommender, SURF Grant. (October 2011).

Provided SURF Grant recommendation letter for Joseph Hogan

Workshop Organizer, Walmart ERP Collaboration. (October 2011).

Facilitated collaborative meeting between Walmart SAP project team leaders from business & ISD, and ISYS faculty, to further develop our relationship with Walmart, with the aim of Walmart recruiting more students with ERP skills, and Walton recruiting more professionals for ERP courses.

Guest Speaker, NWACC Transfer Days. (January 2011).

Attended NWACC Transfer days as a Walton College & ISYS Department representative to help answer questions about the ISYS program and transfer requirements.

Guest Speaker, NWACC Transfer Days. (October 2010).

Presented ISYS major and transfer process information to 6-10 computing classes at NWACC.

Committee Member, Enterprise Systems Associate Director - Selection Committee. (June 2010).

Assisted in reviewing, interviewing, and selecting candidates for the position of Associate Director of Enterprise Systems for the Walton College

Attendee, Meeting, Microsoft Appreciation Day. (April 2010).

Attended Microsoft Appreciation Day event

### **Department**

Committee Member, ISYS Course Scheduling Committee. (2013 - Present).

An informal committee consisting of Drs. Sabherwal, Cronan, and Bristow, in addition to myself. 2-3 times per semester, we meet to plan and rationalize the ISYS department class schedule.

Committee Member, ISYS Undergraduate Curriculum Committee. (August 2012 - Present).

Assist in guiding undergraduate curriculum and program decisions for the ISYS department;

Committee Member, MIS Advisory Committee. (January 2007 - Present).

I serve on the MIS advisory committee as a faculty member and in my capacity as Associate Director of MIS programs. I organize and facilitate application review, admissions, and coordinate with the GSB on behalf of the committee. I also work with the committee when curriculum, faculty, or individual student issues require attention. Note that the hours specified for this activity indicate the amount I feel is reasonable as a faculty member, not in my capacity as Associate Director (which is much more substantial).

Committee Member, Dan Ferritor Award Task Force. (November 2018 - December 2018).

Worked with Susan Bristow and Elizabeth Keiffer to construct a narrative and application packet for the Dan Ferritor Service Award for the department.

Attendee, Graduation, Commencement. (2018).

Served as Marshal for MIS students in the Walton College commencement ceremony in May

Faculty Participant, Misc. ISYS Dept. Service. (2018).

\* Actively participated in Clinical and Tenure Track faculty interview processes in Spring 2018.

\* Attended BGS induction banquet on 3/13

\* Lunch meeting with Google on 9/20

\* 8/31 BBRL users meeting to support department interests in the lab

\* 4/25 Met with HEC Montreal faculty on EDGE analytics simulation for potential curriculum integration

\* Supported department in recruiting, advertising, reviewing and editing communications, and various other ways.

Attendee, Graduation, Commencement. (2017).

Served as Marshal for MIS students in the Walton College commencement ceremony in May



Facilitator, Employer Connections. (2017).

Facilitated and/or participated in meetings between career services, ISYS leadership, and several companies establishing hiring relationships with the college, including Walmart, First Orion, J.B. Hunt, Tyson.

Faculty Participant, Misc. ISYS Dept. Service. (2017).

- \* Ad-hoc subcommittee member for ISYS 1123 (April 6)
- \* Walton Honors Ceremony attendee, awarding regalia to Joshua Parisi
- \* Presentation/promotion of analytics classes during MACC orientation 8/17
- \* Actively participated in Clinical and Tenure Track faculty interview processes in Spring 2017 and Fall 2017.
- \* Attended BGS induction banquet on 3/14
- \* Interdisciplinary meeting on VR/AR/Game Design (12/11)
- \* BA minor faculty/student feedback meeting on 12/12
- \* Supported department in recruiting, advertising, reviewing and editing communications, and various other ways.

Attendee, Graduation, Commencement. (2016).

Attended Walton College commencement ceremony in May

Facilitator, Employer Connections. (2016).

Facilitated and/or participated in meetings between career services, ISYS leadership, and several companies establishing hiring relationships with the college, including Tata, Global Shop Solutions, and J.B. Hunt.

Faculty Participant, Misc. ISYS Dept. Service. (2016).

- \* Volunteered to assist with IT Showcase on 10/31
- \* Actively participated in Clinical and Associate Director Faculty interview processes in Spring 2016.
- \* Actively participated in Senior Faculty interview process in Spring 2016.
- \* Actively participated in Assistant Faculty interview process in Fall 2016
- \* Attended BGS induction banquet on 3/8
- \* Supported department in recruiting, advertising, reviewing and editing communications, and various other ways.

Attendee, Graduation, Commencement. (2015).

Attended Walton College commencement ceremony in May, and served as MIS marshal

Customer/SME for ISYS 4363 Project, ISYS 4363 Project. (2015).

Acted as a customer and subject-matter (MIS Program Administration) expert to answer questions about requirements for ISYS 4363 projects;

Facilitator, Employer Connections. (2015).

Facilitated and/or participated in meetings between career services, ISYS leadership, and several companies establishing hiring relationships with the college, including PWC, SAP, and Tyson.

Faculty Participant, Misc. ISYS Dept. Service. (2015).

Assisted in identification of guest speakers for ISYS 2103 course in Spring 2015.

Actively participated in Clinical Faculty interview process in Spring 2015.

Supported department in recruiting, advertising, reviewing and editing communications, and various other ways.

Committee Member, NTTT Peer Review Committee. (February 2015).

Participated in NTTT peer review process as assigned

Attendee, Graduation, Commencement. (2014).

Attended Walton College commencement ceremony in May, and served as MIS marshal

Customer/SME for ISYS 4363 Project, ISYS 4363 Project. (2014).

Acted as a customer and subject-matter (MIS Program Administration) expert to answer questions about requirements for ISYS 4363 projects;

Facilitator, Employer Connections. (2014).

Facilitated and/or participated in meetings between career services, ISYS leadership, and several companies establishing hiring relationships with the college, including Tyson, Dillard's, and Walmart.

Student Recruiter, Misc. ISYS Dept. Service. (2014).

Attended departmental receptions and recruiting events for ISYS students, visited with prospective ISYS students, and provided feedback and ideas on various occasions regarding the recruiting, retention, and communication processes for ISYS students.

Guest speaker for colleagues in ISYS 3293 (6/13) and WCOB 4223 (9/3).

Guest speaker for AIS Meeting - Career Fair Readiness Panel (9/25).

Guest speaker for MSSU senior project class (3/11) and CIS club (10/30) in Joplin, MO.

Guest Speaker, ISYS 2263 Video Shoot. (October 2014).

Recorded videos for the redesigned ISYS 2263 course with global campus to introduce concepts in database and ERP

Committee Member, NTTT Peer Review Committee. (February 2014).

Participated in NTTT peer review process as assigned

Attendee, Graduation, Commencement. (2013).

Attended Walton College commencement ceremony in May, and served as an undergraduate ISYS Marshal; also attended December all-University commencement.

Facilitator, Employer Connections. (2013).

Facilitated and/or participated in meetings between career services, ISYS leadership, and several companies establishing hiring relationships with the college, including Koch, IBM, and Walmart.

Committee Member, IT Day. (March 2013).

Assisted in the planning and execution of IT Day

Committee Member, IT Day. (March 2013).

Assisted in the planning and execution of IT Day

Committee Member, NTTT Peer Review Committee. (February 2013).

Participated in NTTT peer review process as assigned

Customer/SME for ISYS 4363 Project, ISYS 4363 Project. (2012).

Acted as a customer and subject-matter expert to answer questions about requirements for ISYS 4363 projects; helped support a pilot project for students carrying a database course project forward into ISYS 4363 for Fall 2012

Facilitator, Employer Connections. (2012).

Facilitated and/or participated in meetings between career services, ISYS leadership, and several companies establishing hiring relationships with the college, including Hilti, Mustang Fuel, Cognizant, CapSpire, and Merkle.

Committee Member, IT Day. (March 2012).

Assisted in the planning and execution of IT Day

Attendee, Graduation, Commencement Marshal. (2011).  
Acted as Marshal for MIS students at May commencement, and attended December commencement.

Customer/SME for ISYS 4363 Project, ISYS 4363 Project. (2011).  
Acted as a customer and subject-matter expert to answer questions about requirements for the Spring and Fall ISYS 4363 projects, and assisted in the evaluation of near-final products.

Student Recruiter, Information Systems Recruiting. (April 2011).  
Presented ISYS major information undergraduate "core" class.

Committee Member, IT Day. (March 2011).  
Assisted in the planning and execution of IT Day (only setup and cleanup this year due to recruiting schedule conflict)

Attendee, Meeting, NTTT Peer Review Committee. (February 2011).  
Participated in NTTT peer review process as assigned

Customer/SME for ISYS 4363 Project, ISYS 4363 Project. (2010).  
Acted as a customer and subject-matter expert to answer questions about requirements for the Spring and Fall ISYS 4363 projects, and assisted in the evaluation of near-final products.

Student Recruiter, Information Systems Recruiting. (September 2010).  
Presented ISYS major information to 3 undergraduate "core" classes.

Attendee, Meeting, NTTT Peer Review Committee. (February 2010).  
Participated in NTTT peer review process as assigned

### **Student Organization**

Coach, International ERPsim Competition. (May 2018 - Present).  
With Susan Bristow, co-coached a competitive team of full-time MIS students in the annual International ERP Simulation Competition hosted by HEC Montreal; this year's team of 4 consisted of students in the full-time and Professional MIS programs

Student Org Advisor (Non-Professional Org), Chinese Students and Scholars Association (CSSA). (April 2014 - May 2015).  
I served as a co-advisor to CSSA along with Carole Shook, Vikas Anand, and Gary Peters. I provide support for the organization as requested and attend events when schedule permits.

Student Org Advisor (Professional Org), .NET User Group. (May 2012).  
I am the faculty sponsor for the University of Arkansas chapter of the .NET User Group. As the sponsor, I assist in planning and marketing events, connecting our group with professionals in the area, and general guidance and support for the student organization. We held 1 meeting this year, and were unable to find students interesting in serving as officers for AY 2012-2013.

Student Org Advisor (Professional Org), .NET User Group. (2011).  
I am the faculty sponsor for the University of Arkansas chapter of the .NET User Group. As the sponsor, I assist in planning and marketing events, connecting our group with professionals in the area, and general guidance and support for the student organization. We held 4 meetings this year and increased our attendance and membership significantly.

Student Org Advisor (Professional Org), .NET User Group. (2010).  
I am the faculty sponsor for the University of Arkansas chapter of the .NET User Group. As the sponsor, I assist in planning and marketing events, connecting our group with professionals in the area, and general guidance and support for the student organization.

### **Professional Service**

Student Placement, Student Placement Assistance. (2018).

Provided significant assistance to several students for professional placement, including letters of recommendation, serving as a reference, career advising, and making students aware of opportunities.

Student Placement, Student Placement Assistance. (2017).

Provided significant assistance to several students for professional placement, including letters of recommendation, serving as a reference, career advising, and making students aware of opportunities.

Attendee, Meeting, Walmart Asia-Pacific Associates Network (APAN). (November 2017).

With a group of full-time MIS students, attended an APAN meeting and networking event, and a follow-up discussion about the MIS programs and the indirect spend management team at Walmart.

Student Org Advisor (Non-Professional Org), International ERP Simulation Competition. (May 2017).

With Susan Bristow, co-coached a competitive team of full-time MIS students in the annual International ERP Simulation Competition hosted by HEC Montreal; this year's team of 4 consisted of students in the full-time MIS program

Student Placement, Student Placement Assistance. (2016).

Provided significant assistance to several students for professional placement, including letters of recommendation, serving as a reference, career advising, and making students aware of opportunities.

Committee Member, MSSU CIS Program Advisory Committee. (April 2013 - 2016).

I was invited in 2013 to serve on the MSSU CIS Program Advisory Committee as the Associate Director of the MIS program, to represent the interests and perspectives of an outstanding IS graduate program in shaping MSSU's undergraduate CIS curriculum.

Student Org Advisor (Non-Professional Org), International ERP Simulation Competition. (May 2016).

With Susan Bristow, co-coached a competitive team of full-time MIS students in the annual International ERP Simulation Competition hosted by HEC Montreal; this year's team of 4 consisted of students in the full-time MIS program

Student Placement, Student Placement Assistance. (2015).

Provided significant assistance to several students for professional placement, including letters of recommendation, serving as a reference, career advising, and making students aware of opportunities.

Student Org Advisor (Non-Professional Org), International ERP Simulation Competition. (May 2015).

With Susan Bristow, co-coached a competitive team of full-time MIS students in the annual International ERP Simulation Competition hosted by HEC Montreal; this year's team of 3 consisted of students in the full-time and Professional MIS programs

Student Placement, Student Placement Assistance. (2014).

Provided significant assistance to several students for professional placement, including letters of recommendation, serving as a reference, career advising, and making students aware of opportunities.

Student Org Advisor (Non-Professional Org), International ERP Simulation Competition. (May 2014).

With Susan Bristow, co-coached a competitive team of full-time MIS students in the annual International ERP Simulation Competition hosted by HEC Montreal; this year's team of 3 consisted of students in the full-time MIS program

Student Placement, Student Placement Assistance. (2013).

Provided significant assistance to several students for professional placement, including letters of recommendation, serving as a reference, career advising, and making students aware of opportunities.

Student Org Advisor (Non-Professional Org), International ERP Simulation Competition. (May 2013).  
With Susan Bristow, co-coached a competitive team of full-time MIS students in the annual International ERP Simulation Competition hosted by HEC Montreal; this year the 3 team members were in 3 different countries, and the 2 coaches were in 2 different countries for the final "virtual" competition!

Student Placement, Student Placement Assistance. (2012).

Provided significant assistance to several students for professional placement, including letters of recommendation (4-6), career advising, and making students aware of opportunities.

Student Org Advisor (Non-Professional Org), International ERP Simulation Competition. (May 2012).  
With Susan Bristow, co-coached a competitive team of Professional MIS students in the annual International ERP Simulation Competition hosted by HEC Montreal

Student Placement, Student Placement Assistance. (2011).

Provided significant assistance to several students for professional placement, including letters of recommendation (5-10), career advising, and making students aware of opportunities.

Student Placement, Student Placement Assistance. (2010).

Provided significant assistance to several students for professional placement - Sawyer Burnett, Adam Lawless, Sichen Dong, and Jacob Hendricks. All of those students were employed in the position for which I provided assistance and/or recommendations. I also provided assistance and recommendations for several other students.

Of particular note was the placement of Justin Jones, a former database student, who was the first "new hire" to ever be placed as an Oracle DBA at ConocoPhillips. I did not provide direct assistance or a recommendation for this position, but it reflects the skills Justin developed in the database class.

I also provided placement assistance to MIS students for internships, collecting & distributing resumes, etc.

## **Public Service**

Attendee, Meeting, AUTIS Board Meeting. (November 2010).

Attended AUTIS Board Meeting on 11/10 and provided feedback regarding students, curriculum, and ideas for collaboration between the UA and AUTIS organizations

Interaction with Industry, City of Fayetteville. (May 2010).

Met with Heather Sprandel and Julie McQuade to discuss opportunities for collaboration and recruiting between the City of Fayetteville and the Information Systems department.

## **Service Honors and Awards**

### **Service, University**

Outstanding Team Achievement Award, Sam M. Walton College of Business, Service, University, (2017).

The mission of this team was to more effectively align the MIS program with the mission of the Walton College, and specifically with the strategic endeavor of Data Analytics.

## **Kimberly Petrone**

University of Arkansas

Accounting

WCOB 452

Qualifications: Instructional Practitioner

Sufficiency: Participating

Email: kpetrone@uark.edu

### **Brief Biography**

Kim received her J.D. from Northwestern Pritzker School of Law before practicing law in Dallas, TX. Presently, she teaches Legal Environment of Business and Commercial Transactions. She joined the Walton College of Business in 2014 and is presently an instructor. Kim has conducted research about Arkansas courts, default judgments, and debt buyer lawsuits. Her work has been published in The Arkansas Lawyer. She teaches in-person classes and online. Kim has developed three online courses and spoken about online course development at university and academy gatherings. In 2016, she was a national finalist in the Charles M. Hewitt Master Teacher Competition, Academy of Legal Scholars in Business. Additionally, Kim teaches in Italy each summer since 2016.

### **Education**

JD, Northwestern University School of Law, 1994.

BA, Southern Methodist University, 1991.

Emphasis/major: Journalism

BA, Southern Methodist University, 1991.

Emphasis/major: Political Science

General Course Degree, London School of Economics, 1990.

Emphasis/major: International Relations

### **Professional Licenses and Certifications**

Attorney, State Bar of Arkansas, State. (2011 - Present).

## **WORK EXPERIENCE**

### **Teaching Experience**

#### **University of Arkansas**

BLAW 2013 - LEGAL ENVIRON OF BUSINESS, 36 terms.

BLAW 5003 - COMMERCIAL TRANSACTIONS, 3 terms.

WCOB 4993H - HONORS THESIS, 2 terms.

### **Professional Development**

Conference Attendance, "Academy of Legal Scholars in Business." (2014 - 2018).

Attended and participated in ALSB Annual Conference every August for past five years.

### **Teaching Honors and Awards**

Charles M. Hewitt Master Teacher Competition Finalist, Academy of Legal Studies in Business, Teaching, National, (2016).

## RESEARCH

### Presentations Given

Petrone, K. K. (Presenter), 2018 Annual Meeting, "Advocating for Increased Judicial Scrutiny of Default Judgment Motions," Academy of Legal Studies in Business, Portland, OR, United States. (August 12, 2018).

Petrone, K. K. (Presenter), 2017 Annual Meeting, "Digging into the Data: Research (and Revelations) of Arkansas Credit Card Debt Litigation," Academy of Legal Studies in Business, Savannah, GA, United States. (August 9, 2017).

Petrone, K. K. (Presenter), 2015 Annual Meeting, "Pitfalls of non-adversarial lawsuits: Debt Buyer Plaintiffs v. No-Show Consumer Defendants (Spoiler Alert: Debt Buyers win)," Academy of Legal Studies in Business, Philadelphia, PA, United States. (August 9, 2015).

### Publications - Research Related

*Journal Article (Accepted)*

Petrone, K., Richardson, V. "The Conundrum of Default Judgment Damages in Credit Card Debt Buyer Lawsuits". February 2019.

*Journal Article (Accepted)*

Richardson, V. "The Conundrum of Default Judgment Damages in Credit Card Debt Buyer Lawsuits". Arkansas Bar Association, Little Rock, AR. To be published in February 2019.

### Educationally Related Presentations and Workshops

"Hot Coffee (Master Teacher Competition Finalist)", presented at 2016 Annual Meeting, National, Sponsored by Academy of Legal Studies in Business, Invited, Published in Proceedings. (August 9, 2016).

The Hot Coffee Lesson (yes, Liebeck v. McDonald's lives on) uses a New York Times Retro Report video to stimulate class discussion and to serve as a springboard for mini-lectures on more than a dozen learning objectives for a standard Legal Environment course.

"Active Learning with Low Stakes Tech-Based Assignments", presented at 2014 Annual Meeting, National, Sponsored by Academy of Legal Studies in Business, Accepted. (August 8, 2014).

Low-stakes LMS based assignments promote education through active learning. This presentation demonstrated assignments interacting with federal databases for trademark registrations (TESS) and proposed regulations (federalregister.gov). The assignments show students how to interact with the databases, conduct research related to their individual areas of interest. Then, students report findings to the class via LMS discussion board posts.

### Contracts, Grants, and Sponsored Research

Petrone, K., "Bank of America (formerly FABCO) Research Fund Honoring James H. Penick", Funded, Sponsored by Walton College, Awarded by University of Arkansas, \$5000. (June 18, 2018).

## SERVICE

### University Service

**Department**

Committee Member. (September 2017).

**University**

Panelist, Winter Teaching Symposium. (2015 - 2016).

Panelist for Online Course Development Panel; Additionally, have spoken at online class training events hosted by Global Campus



## **Vernon Richardson**

University of Arkansas

Accounting

WCOB WCOB 447

Qualifications: Scholarly Academic

Sufficiency: Participating

Phone: (479)-575-6803

Email: VRichardson@walton.uark.edu

### **Education**

PhD, University of Illinois @ Urbana-Champaign, 1997.

Emphasis/major: Accounting

BS, Brigham Young University, 1991.

Emphasis/major: Accounting

MACC, Brigham Young University, 1991.

Emphasis/major: Acct/Info Systems

MBA, Brigham Young University, 1991.

Emphasis/major: Finance

### **Professional Licenses and Certifications**

CPA Certificate, American Institute of Certified Public Accountants. (March 1993 - Present).

## **WORK EXPERIENCE**

### **Professional Positions**

#### **Academic - Post-Secondary**

Academic - Post-Secondary, Ralph L. McQueen Chair in Accounting, University of Arkansas. (2005 - Present).

### **Teaching Experience**

#### **University of Arkansas**

ACCT 2013 - ACCOUNTING PRINCIPLES, 14 terms.

ACCT 2013I - ACCOUNTING PRINCIPLES, 4 terms.

ACCT 3013 - ACCOUNTING VIEW, 1 term.

ACCT 310V - ACCOUNTING INTERNSHIP, 2 terms.

ACCT 5223 - ACCT FOR SUPPLY CHAIN & RETAIL, 1 term.

ACCT 5263 - FIN STMT ANALYSIS FOR EXEC, 7 terms.

ACCT 636V - SPECIAL PROBLEMS IN ACCOUNTING, 2 terms.

ACCT 700 - DOCTORAL DISSERTATION, 1 term.

ACCT 700V - DOCTORAL DISSERTATION, 18 terms.

ISYS 636V - SPECIAL PROBLEMS, 1 term.

MBAD 512V - ACCT DECISIONS & CONTROL, 2 terms.

MBAD 5613 - FINANCIAL ACCOUNTING, 1 term.

WCOB 410VH - HNRS SPECIAL TOPICS - BUSINESS, 1 term.

WCOB 4993H - HONORS THESIS, 2 terms.

WCOB 510V - SPECIAL TOPICS - BUSINESS, 1 term.

### **Non-Credit Instruction Taught**

JB Hunt, 40 participants. (July 2017 - October 2017).  
Training Class for Executives - Delivered Twice

## **RESEARCH**

### **Editorial Activities**

"International Journal of Accounting Information Systems", Associate Editor. (December 2016 - Present).

"Accounting Horizons special conference "Accounting, Auditing and Corporate Governance Practices in China". (October 2016 - Present).

"The Accounting Review", Editorial Board Member. (June 1, 2014 - Present).

"Journal of Information Systems", Editorial Board Member. (January 1, 2014 - Present).

"The Accounting Review", Ad Hoc Reviewer. (November 2010 - Present).

"MIS Quarterly", Ad Hoc Reviewer. (January 1, 2008 - Present).

"Management Science", Ad Hoc Reviewer. (December 1, 2007 - Present).

"Contemporary Accounting Research", Ad Hoc Reviewer. (January 1, 2007 - Present).  
Reviewed 3 papers this year (2007).

"Information Systems Research", Ad Hoc Reviewer. (January 1, 2007 - Present).

"Accounting Horizons", American Accounting Association, Editor, General, International. (June 1, 2015 - June 1, 2018).

"Accounting Horizons", Editor, General. (January 1, 2015 - December 31, 2017).

"International Journal of Accounting Information Systems", Editorial Board Member. (July 2008 - December 2016).

"The Accounting Review", Editor, General. (June 1, 2011 - May 31, 2014).

"Journal of Information Systems", Ad Hoc Reviewer. (January 1, 2007 - December 31, 2013).

"International Journal of Accounting Information Systems", Associate Editor. (June 1, 2010 - May 31, 2011).

"MIS Quarterly", Associate Editor. (July 1, 2009 - December 31, 2010).  
Associate Editor for Special Issue of MISQ on Cocreation of Value

"International Journal of Accounting Information Systems", Ad Hoc Reviewer. (January 1, 2006 - May 31, 2010).

### **Presentations Given**

Richardson, V. (Author Only), AAA Annual Meetings, "An Empirical Investigation of the Effect of Privacy Breaches on Firm Market Value."

- Setia, P. (Author Only), Richardson, V., Sanchez, J. M., Smith, R., American Accounting Association's (AAA). Information Systems Section Midyear Meeting and AIS New Scholar Consortium, "Antecedents and Consequent of CIO Equity incentives: How Firms Align the Digital and Business Strategy."
- Pankaj Setia, Vern Richardson, Manuel Sanchez, and Rodney Smith. . 2011, Atlanta, Georgia.
- Richardson, V. (Author Only), AAA Annual Meeting, "Client vs. Vendor-only Voluntary Disclosure of IT Investments."
- Richardson, V. (Author Only), AAA Annual Meeting, "Information Technology Investments and CEO Compensation."
- Richardson, V. (Author Only), Sanchez, J. M. (Presenter & Author), Smith, R. (Author Only), Watson, M. (Author Only), 2012 American Accounting Association Meeting, Washington DC (August 2012), "The Impact of Information Technology Weaknesses on Analysts' Forecast Accuracy, Dispersion and Market Returns."
- Richardson, V., Intelligent Information Retrieval in Accounting and Finance, "Bulls and Bears: Disagreement and Trading Volume around News Announcements," CUHK - Shenzhen, CUHK - Shenzhen, Shenzhen, China. (December 2018).
- Richardson, V., "Emanuel Saxe Distinguished Lecture: Act or Be Acted Upon," New York, NY, United States. (October 2018).
- Richardson, V., "Bulls and Bears: Disagreement and Trading Volume around News Announcements," Cardiff University, Cardiff, Wales. (June 2018).
- Richardson, V., XJTLU Accounting Horizons Forum, "Changes in Internal Control Disclosure and Analyst Forecasts Around Mandatory Disclosure of China SOX," Suzhou, China. (November 2017).
- Richardson, V., University of Hawaii Manoa, "Research Presentation," Honolulu, HI. (February 2017).
- Richardson, V., University of Southern California, "The Effect of Auditor IT Expertise on Internal Controls - A Resource-Dependence Theoretical Perspective." (May 2013).
- Peters, G., Richardson, V., Li, C., Dorantes, A., 2010 American Accounting Association Meeting, "The Effect of Enterprise Systems on Management Forecast Quality and Earnings Management Properties," American Accounting Association, San Francisco, CA. (August 2010).
- Peters, G., Richardson, V., Li, C., Dorantes, A., 2010 American Accounting Association - Information Systems Section Mid Year Meeting, "The Effect of Enterprise Systems on Management Forecast Quality and Earnings Management Properties," American Accounting Association. (January 2010).

## **Publications - Teaching Related**

### *Journal Article (Published)*

Fogarty, T. J., Zimmerman, A. B., Richardson, V. "What do we mean by accounting program quality? A decomposition of accounting faculty opinions". Journal of Accounting Education. 2016.

### *Textbook (Published)*

Richardson, V., Chang, J., Smith, R. Accounting Information Systems. McGraw Hill. September 2013.

## **Publications - Research Related**

### *Journal Article (Revise and Resubmit)*

Sanchez, J. M., Masli, A. N., Richardson, V., Smith, R. "Information Technology Expenditures, CEO

- Compensation and Firm Value". This paper is under second round review at Journal of Information Systems.
- Journal Article (Paper Under Review)*  
Haislip, J. Z., Masli, A., Richardson, V., Sanchez, J. M. "Information Technology-Based Internal Control Deficiencies, Corporate Governance Changes and Subsequent Remediation". This paper is under review at The Accounting Review.
- Journal Article (Revise and Resubmit)*  
Geerts, G., Graham, L., Hunton, J., Mauldin, E., McCarthy, W., Richardson, V. "Integrating Information and Communication Technology into Accounting and Auditing: Research and Practice Implications".
- Journal Article (Working Paper)*  
Sanchez, J. M., Richardson, V., Smith, R., Watson, M. "The Impact of Information Technology Weaknesses on Analysts' Forecast Accuracy, Dispersion and Market Returns".
- Journal Article (Accepted)*  
Ji, X., Lu, W., Qu, W., Richardson, V. "Changes in Internal Control Disclosure and Analyst Forecasts Around Mandatory Disclosure of China SOX". 2019.
- Journal Article (Accepted)*  
Petrone, K., Richardson, V. "The Conundrum of Default Judgment Damages in Credit Card Debt Buyer Lawsuits". February 2019.
- Journal Article (Published)*  
Richardson, V., Sanchez, J. M., Setia, P., Smith, R. "Determinants and Consequences of Chief Information Officer Incentives". 2018.
- Journal Article (Accepted)*  
Kim, G., Richardson, V., Watson, M. "IT Does Matter: The Folly of Ignoring IT Material Weaknesses". 2018.
- Journal Article (Published)*  
Haislip, J. Z., Richardson, V. "The Effect of CEO IT Expertise on the Information Environment: Evidence from Earnings Forecasts and Announcements". [Available at SSRN 2594774](#). 2018.
- Journal Article (Accepted)*  
Richardson, V., Haislip, J. Z. "The Effect of Customer Relationship Management Systems on Firm Performance". 2018.
- Journal Article (Published)*  
Alexander, R. M., Gross, A., Houston, G.R., Richardson, V. "Market Response to FIN 48 Adoption: A Debt Covenant Theory". 2017.
- Journal Article (Published)*  
Moffitt, K., Richardson, V., Snow, N., Weisner, M., Wood, D. A. "Perspectives on Past and Future AIS Research as the Journal of Information Systems Turns Thirty". 2016.
- Journal Article (Published)*  
Masli, A. N., Richardson, V., Watson, M. W., Zmud, R. W. "SENIOR EXECUTIVES' IT MANAGEMENT RESPONSIBILITIES: SERIOUS IT-RELATED DEFICIENCIES AND CEO/CFO TURNOVER". issue3. 2016. 687–708.
- Journal Article (Published)*  
Haislip, J. Z., Peters, G., Richardson, V. "The effect of auditor IT expertise on internal controls". 2016. 1–15.
- Conference Proceeding (Published)*

Richardson, V., Peters, G., Haislip, J. Z. "Do IT Auditors Aid in the Restoration of Control Legitimacy?". issue1. 2015. 18364.

*Journal Article (Published)*

Setia, P., Richardson, V., Smith, R. "Business value of partner's IT intensity: value co-creation and appropriation between customers and suppliers". Electronic Markets. issue4. 2015. 283–298.

*Journal Article (Published)*

Setia, P., Richardson, V., Smith, R. "Business Value of Partner's IT Intensity: Value Co-Creation and Appropriation between Customers and Suppliers". Electronic Markets: The International Journal on Networked Business. 2015.

*Journal Article (Published)*

Haislip, J., Masli, A., Richardson, V., Watson, M. "External Reputational Penalties for CEOs and CFOs following Information Technology Material Weaknesses". 2015.

*Journal Article (Published)*

Haislip, J. Z., Masli, A. N., Richardson, V., Watson, M. W. "External reputational penalties for CEOs and CFOs following information technology material weaknesses". International Journal of Accounting Information Systems. 2015. 1–15.

*Journal Article (Published)*

Richardson, V., Kobelsky, K., Hunter, S. "Information Technology and the Volatility of Firm Performance". 2015.

*Journal Article (Published)*

Chi, S., Pincus, M., Prentice, J., Richardson, V. "IT Environment Quality and Effectiveness of Controls Over the Tax Function and Income Tax Avoidance". Available at SSRN 2640832. 2015.

*Journal Article (Published)*

Haislip, J. Z., Masli, A. N., Richardson, V., Sanchez, J. M. "Repairing Organizational Legitimacy Following Information Technology (IT) Material Weaknesses: Executive Turnover, IT Expertise, and IT System Upgrades". Journal of Information Systems. issue1. 2015. 41–70.

*Journal Article (Published)*

Geerts, G. L., Graham, L. E., Mauldin, E. G., McCarthy, W. E., Richardson, V. "Integrating Information Technology into Accounting Research and Practice (vol 27, pg 815, 2013)". ACCOUNTING HORIZONS. issue1. 2014. 205–206.

*Journal Article (Published)*

Curtis, A., Richardson, V., Schmardebeck, R. "Investor attention and the pricing of earnings news". Available at SSRN 2467243. 2014.

*Journal Article (Published)*

Masli, A. N., Richardson, V., Sanchez, J. M., Smith, R. "The Interrelationships Between Information Technology Spending, CEO Equity Incentives, and Firm Value". Journal of Information Systems. issue2. 2014. 41–65.

*Journal Article (Published)*

DEHNING, B., Richardson, V., Smith, R., ZMUD, R. W. "Using accounting-based performance measures to assess the business value of information technologies and systems". Economics, Information Systems and Electronic Commerce Research II: Advanced Empirical Methodologies. 2014. 135–154.

*Journal Article (Published)*

Masli, A., Richardson, V., Sanchez, J. M., Smith, R. "The Interrelationships between Information Technology Spending, CEO Equity Incentives and Firm Value". issue2. October (4th Quarter/Autumn) 2014. 41-66.

*Journal Article (Published)*

Geerts, G., Graham, L., Mauldin, E., McCarthy, W., Richardson, V. "Integrating Information Technology into Accounting Research and Practice". issue4. December 2013. 815-840.

*Conference Proceeding (Published)*

Haislip, J. Z., Peters, G., Richardson, V. "The Effect of Auditor IT Expertise on Internal Controls-A Resource-Dependence Theoretical Perspective". 2013.

*Journal Article (Published)*

Saldanha, T. J., Melville, N. P., Ramirez, R., Richardson, V. "Information systems for collaborating versus transacting: Impact on manufacturing plant performance in the presence of demand volatility". Journal of operations Management. issue6. 2013. 313-329.

*Journal Article (Published)*

Geerts, G. L., Graham, L. E., Mauldin, E. G., McCarthy, W. E., Richardson, V. "Integrating information technology into accounting research and practice". Accounting Horizons. issue4. 2013. 815-840.

*Journal Article (Published)*

Dorantes, C.-A., Li, C., Peters, G., Richardson, V. "The effect of enterprise systems implementation on the firm information environment". Contemporary Accounting Research. issue4. 2013. 1427-1461.

*Journal Article (Published)*

Haislip, J. Z., Masli, A. N., Richardson, V., Watson, M. W. "The labor market consequences for CEOs and CFOs following information technology material weaknesses". Unpublished manuscript. 2013.

*Journal Article (Published)*

Krishnan, J., Li, C., Wang, Q., Valencia, A., Smith, T. J., Ang, J., Boone, J. P., Linthicum, C. L., Poe, A., Wang, C., others. "VOLUME TWENTY-SEVEN, NUMBER FOUR DECEMBER 2013". 2013.

*Technical Report (Published)*

Haislip, J. Z., Masli, A. N., Sanchez, J., Richardson, V. Repairing Organizational Legitimacy Following IT Material Weaknesses: Executive Turnover, IT Expertise, and IT System Overhaul. Working Paper, University of Arkansas, University of Kansas, and Texas Tech University. 2013.

*Journal Article (Published)*

Saldanha, T., Melville, N., Ramirez, R., Richardson, V. "Information Systems for Collaborating versus Transacting: Impact on Plant Performance in the Presence of Demand Volatility". issue6. September 2013. 313-329.

*Journal Article (Published)*

Dorantes, C., Li, C., Peters, G., Richardson, V. "The Effect of Enterprise Systems Implementation on the Firm Information Environment". issue4. January (1st Quarter/Winter) 2013. 1427-1461.

*Journal Article (Paper Under Review)*

Richardson, V., Sanchez, J. M., Setia, P., Smith, R. "Antecedents and Consequents of CIO Equity Incentives: How Firms may Align the Digital and Business Strategy". This paper is under review at Management Science.

*Journal Article (Published)*

Haislip, J. Z., Masli, A. N., Richardson, V., Sanchez, J. M. "Information technology material weaknesses and corporate governance changes". Unpublished manuscript. 2012.

*Journal Article (Published)*

Li, C., Peters, G., Richardson, V., Watson, M. "The Consequences of Information Technology Control Weaknesses on Management Information Systems: The Case of Sarbanes-Oxley Internal Control Reports". issue1. 2012. 179-203.

*Journal Article (Published)*

Li, C., Peters, G., Richardson, V., Watson, M. W. "The consequences of information technology control weaknesses on management information systems: The case of Sarbanes-Oxley internal control reports". Mis Quarterly. issue1. 2012. 179–203.

*Technical Report (Published)*

Haislip, J. Z., Masli, A. N., Richardson, V., Sanchez, J. M. The Impact of Information Technology Material Weaknesses on Corporate Governance: Evidence from Executive and Director Turnover, and IT Governance Changes. Working paper, University of Arkansas. 2012.

*Journal Article (Published)*

Lim, J.-H., Dehning, B., Richardson, V., Smith, R. "A Meta-Analysis of the Effects of IT Investment on Firm Financial Performance". issue2. 2011. 145-170.

*Journal Article (Published)*

Lim, J.-H., Dehning, B., Richardson, V., Smith, R. "A meta-analysis of the effects of IT investment on firm financial performance". Journal of Information Systems. issue2. 2011. 145–169.

*Journal Article (Published)*

Masli, A. N., Richardson, V., Sanchez, J. M., Smith, R. "Returns to IT excellence: Evidence from financial performance around information technology excellence awards". International Journal of Accounting Information Systems. issue3. 2011. 189–205.

*Journal Article (Published)*

Masli, A. N., Richardson, V., Sanchez, J. M., Smith, R. "The business value of IT: A synthesis and framework of archival research". Journal of Information Systems. issue2. 2011. 81–116.

*Technical Report (Published)*

Saldanha, T. J., Melville, N. P., Ramirez, R., Richardson, V. Information systems and demand volatility in manufacturing: An empirical analysis of environmental contingencies to value creation. Working paper. Stephen M. Ross School of Business, University of Michigan. 2011.

*Journal Article (Published)*

Masli, A. N., Sanchez, J. M., Richardson, V., Smith, R. "The Business Value of IT: A Synthesis and Framework of Archival Research". issue2. October (4th Quarter/Autumn) 2011. 81-116.

*Journal Article (Published)*

Sanchez, J. M., Masli, A. N., Richardson, V., Smith, R. "Returns to IT Excellence: Evidence from Financial Performance around Information Technology Excellence Awards". September 2011. 189-205, This paper appeared in the International Journal of Accounting Information Systems.

*Journal Article (Published)*

Masli, A. N., Peters, G., Richardson, V., Sanchez, J. M. "Examining Potential Benefits of Internal Control Monitoring Technology". issue3. 2010.

*Journal Article (Published)*

Masli, A. N., Peters, G., Richardson, V., Sanchez, J. M. "Examining the potential benefits of internal control monitoring technology". The Accounting Review. issue3. 2010. 1001–1034.

*Journal Article (Published)*

Dilla, W., Janvrin, D. J., Raschke, R., Henderson, B. C., Kobelsky, K., Richardson, V., Smith, R., Kelton, A. S., Pennington, R. R., Tuttle, B. M., others. "Journal of INFORMATION". 2010.

*Journal Article (Published)*

Henderson, B. C., Masli, A. N., Richardson, V., Sanchez, J. M. "Layoffs and chief executive officer (CEO) compensation: does CEO power influence the relationship?". Journal of Accounting, Auditing & Finance. issue4. 2010. 709–748.

*Journal Article (Published)*

Henderson, B. C., Kobelsky, K., Richardson, V., Smith, R. "The relevance of information technology expenditures". Journal of Information Systems. issue2. 2010. 39–77.

*Journal Article (Published)*

Sanchez, J. M., Masli, A. N., Henderson, C., Richardson, V. "Layoffs and CEO Compensation: Does CEO Power Influence the Relationship?". issue4. December 2010. 673-707, This paper was published at the Journal of Accounting, Auditing and Finance.

*Journal Article (Published)*

Henderson, C., Kobelsky, K., Richardson, V., Smith, R. "The Relevance of IT Expenditures". issue2 (Fall 2010). October (4th Quarter/Autumn) 2010. 39-78.

*Journal Article (Paper Under Review)*

Setia, P., Richardson, V., Smith, R., Sanchez, J. M., Smith, R. "Antecedents and Consequent of CIO Equity incentives: How Firms Align the Digital and Business Strategy". Under First Round of Review.

*Conference Proceeding (Published)*

Setia, P., Richardson, V., Smith, R. "Business value of partner's it intensity: value co-creation and appropriation between customers and suppliers". August 2010. American Accounting Association, Annual Meeting.

*Journal Article (Published)*

Sanchez, J. M., Masli, A. N., Richardson, V., Smith, R. "'The Business Value of IT Research: A Synthesis and Framework of Archival Research'". issue2. 81-116, This paper appeared in the Fall issue of the Journal of Information Systems.

*Journal Article (Published)*

Masli, A. N., Peters, G., Richardson, V., Sanchez, J. M. "Examining the Potential Benefits of Internal Control Monitoring Technology". issue3. May 27, 2010. 1001-1034, Forthcoming May 2010.

## **Contracts, Grants, and Sponsored Research**

Peters, G. (Primary Investigator), Richardson, V. (Co-Investigator), "Using Social Media to Predict Audit Outcomes", Submitted March 30, 2015, Funded, Sponsored by Texas Tech University, Awarded by Other.

## **Research Honors and Awards**

Best Paper at Accounting Horizons During 2013, American Accounting Association, Scholarship/Research, (2014).

Integrating Information Technology into Accounting Research

## **SERVICE**

### **Consulting**

Litigation, Various Law Firms. (January 2006 - Present).

Written Report and Deposition in support of various legal actions for a variety of law firms.

### **University Service**

#### **College/School**

University Senator - Faculty Senate. (November 2017 - Present).

Walton College P&T Committee. (August 2016 - Present).



Co-Chair, Walton College Strategic Planning Committee. (August 2013 - April 2014).  
Co-chaired Walton College Strategic Planning Committee

Ghana Student Service Learning. (June 2012 - August 2012).  
Led substantial three-week trip to Ghana without any compensation. We worked with female-owned businesses.

Committee Chair, WCOB Committee on Teaching. (July 2009 - June 2010).

### **Department**

Department Chairperson, Department of Accounting. (June 2007 - Present).

Department Chairperson, WCOB Executive Committee. (June 2007 - Present).

### **University**

University Library Committee. (January 2012 - Present).

Committee Member, Non Tenure Track Roles Special Committee. (November 2017 - May 2018).  
University Wide Committee (under direction of Jon Delery) to define titles and roles particularly for non-tenure track positions.

University of Arkansas Executive Education Hotel Committee. (August 2011 - 2014).  
Formulate and Design new Executive Education Hotel

Attendee, Meeting, University of Arkansas Academic Standards Committee. (September 2012 - August 2013).

Decide student status for students on probation and kicked out of university for 100s of students.

### **Professional Service**

American Accounting Association Information Systems Section. (August 2009 - July 2010).  
Ran Major Midyear Conference  
Initiated Innovative Pre-PhD Conference

### **Public Service**

Founding Corporate Advisory Board Member of ALPFA in NW Arkansas, ALPFA - Association of Latino Professionals in Finance and Accounting. (May 2009 - 2014).  
Seek professional development of hispanic students and professionals

## **Jonathan Shipman**

University of Arkansas

Accounting

WCOB 461

Qualifications: Scholarly Academic

Sufficiency: Participating

Phone: (479)-575-6803

Email: jeshipma@uark.edu

### **Brief Biography**

Dr. Shipman joined the faculty at the University of Arkansas in January 2015 after completing his Ph.D. in accounting at the University of Tennessee. He has a BBA in Accounting from the University of Central Arkansas and has professional experience with the audit practice of Thomas & Thomas LLP and as Director of Accounting for the national office of Minor League Baseball. Dr. Shipman teaches a graduate seminar to first-year Ph.D. students and Product, Project, and Service Costing to undergraduate students.

### **Education**

PhD, University of Tennessee, 2014.

Emphasis/major: Accounting

BS, University of Central Arkansas, 2003.

Emphasis/major: Business Administration

## **WORK EXPERIENCE**

### **Professional Positions**

#### **Academic - Post-Secondary**

Academic - Post-Secondary, Instructor, Compliance and Operational Auditing (ACCT0411),  
University of Tennessee. (January 2014 - May 2014).

Academic - Post-Secondary, Instructor, Cost Management (ACCT0321), University of Tennessee.  
(September 2013 - December 2013).

#### **Professional**

Professional, Director of Accounting, Minor League Baseball. (January 2008 - December 2010).

### **Teaching Experience**

#### **University of Arkansas**

ACCT 4673 - PRODUCT PROJ & SERV COST, 15 terms.

ACCT 6013 - GRADUATE COLLOQUIUM, 3 terms.

WCOB 4993H - HONORS THESIS, 3 terms.

### **Professional Development**

Conference Attendance, "Contemporary Accounting Research Conference." (October 2018).

Conference Attendance, "American Accounting Association Annual Meeting." (August 2018).

Conference Attendance, "Arkansas Accounting Research Conference." (July 2018).

Conference Attendance, "Tennessee Alumni Research Symposium." (July 2018).

Conference Attendance, "International Symposium on Audit Research." (June 2018).

Conference Attendance, "European Accounting Association Annual Congress." (May 2018).

Conference Attendance, "Kansas Audit Symposium." (May 2018).

Conference Attendance, "American Accounting Association Audit Midyear Meeting." (January 2018).

Conference Attendance, "American Accounting Association FARS Midyear Meeting." (January 2018).

Conference Attendance, "CAR Conference," Contemporary Accounting Research, Quebec City, Canada. (October 2017).

Conference Attendance, "Notre Dame Accounting Research Conference," University of Notre Dame, South Bend, IN. (September 2017).

Conference Attendance, "Tennessee Alumni Research Symposium," University of Tennessee, Knoxville, TN. (September 2017).

Conference Attendance, "AAA Annual Meeting," American Accounting Association, San Diego, CA. (August 2017).

Conference Attendance, "AFAANZ Conference," Accounting and Finance Association of Australia and New Zealand. (July 2017).

Conference Attendance, "University of Arkansas Accounting Research Conference," University of Arkansas, Fayetteville, AR. (July 2017).

Conference Attendance, "JAAF Conference," Journal of Accounting Auditing and Finance. (June 2017).

Conference Attendance, "JIAR Conference," Journal of International Accounting Research. (June 2017).

Conference Attendance, "EAA Annual Congress," European Accounting Association, Valencia, Spain. (May 2017).

Conference Attendance, "Oklahoma State University Accounting Research Conference," Oklahoma State University, Stillwater, OK. (April 2017).

Conference Attendance, "AAA Southwest Region Meeting," American Accounting Association, Little Rock, AR. (March 2017).

Conference Attendance, "AAA Audit Midyear," American Accounting Association, Orlando, FL. (January 2017).

Conference Attendance, "AAA FARS Midyear," American Accounting Association, Charlotte, NC. (January 2017).

Conference Attendance, "Tennessee Alumni Research Symposium," University of Tennessee, Knoxville, TN. (September 2016).

Conference Attendance, "AAA Annual Meeting," AAA, New York, NY. (August 2016).

Conference Attendance, "Arkansas Accounting Research Conference," University of Arkansas, Fayetteville, AR. (June 2016).

Conference Attendance, "Journal of Accounting Auditing and Finance Conference," JAAF, Banff, Canada. (June 2016).

Conference Attendance, "Deloitte/University of Kansas Auditing Symposium," Deloitte/University of Kansas, Lawrence, KS. (May 2016).

Conference Attendance, "European Accounting Association Annual Congress," EAA, Maastricht, Netherlands. (May 2016).

Conference Attendance, "Oklahoma State University Accounting Research Conference," Oklahoma State University, Stillwater, OK. (April 2016).

Conference Attendance, "AAA Audit Midyear," AAA, Scottsdale, AZ. (January 2016).

Conference Attendance, "AAA New Faculty Consortium," AAA, Leesburg, VA. (January 2016).

Conference Attendance, "2015 Conference on Auditing and Capital Markets," PCAOB/JAR, D.C, WA. (October 2015).

Conference Attendance, "AAA Annual Meeting," AAA, Chicago, IL. (August 2015).

Conference Attendance, "2015 Southeast Summer Accounting Research Conference," Georgia Tech University, Atlanta, GA. (June 2015).

Conference Attendance, "European Accounting Association Annual Congress," EAA, Glasgow, Scotland. (April 2015).

Conference Attendance, "AAA Audit Midyear," AAA, Miami, FL. (January 2015).

Conference Attendance, "AAA Annual Meeting 2013 Concurrent Session," Anaheim, CA. (2013).  
"Do Second Tier Auditors Provide First Tier Quality" presented by Quinn Swanquist

Conference Attendance, "AAA Auditing Midyear 2013," New Orleans, LA. (2013).  
"Do Second Tier Auditors Provide First Tier Quality?" presented

Conference Attendance, "AAA Auditing Section Mid-Year Meeting," Savannah, GA. (2012).

Conference Attendance, "AAA Financial Accounting and Reporting Section Mid-Year Meeting." (2012).

## **RESEARCH**

### **Editorial Activities**

"Journal of Business Finance & Accounting", Ad Hoc Reviewer, International. (June 2018 - December 2018).

"Journal of Accounting and Economics", Ad Hoc Reviewer, International. (January 2018 - December 2018).

"Abacus", Ad Hoc Reviewer, International. (January 2017 - December 2018).

"Accounting Horizons", Ad Hoc Reviewer, International. (January 2017 - December 2018).

"Auditing: A Journal of Practice & Theory", Editorial Board Member, International. (January 2017 - December 2018).

"Contemporary Accounting Research", Ad Hoc Reviewer, International. (January 2017 - December 2018).

"Journal of Accounting Auditing & Finance", Ad Hoc Reviewer, International. (January 2017 - December 2018).

"The Accounting Review", Ad Hoc Reviewer, International. (January 2017 - December 2018).

"AAA Annual Meeting", American Accounting Association, National. (February 2017 - February 2018).  
Reviewed 1 paper

"AAA Audit Midyear", American Accounting Association, National. (October 2017).  
2 reviews

"The Accounting Review", Ad Hoc Reviewer, International. (April 2016 - December 2016).  
5 reviews (4 first round and 1 second round)

"AAA Audit Midyear", American Accounting Association, National. (October 2016).  
1 review

"AAA Southwest Regional Meeting", American Accounting Association, Regional. (October 2016).  
1 review

"Contemporary Accounting Research", Ad Hoc Reviewer, International. (July 2016 - August 2016).  
1 review

"Accounting Horizons", Ad Hoc Reviewer, International. (May 2016 - June 2016).  
1 review

"AAA Annual Meeting", American Accounting Association, National. (February 2015).  
Reviewed 3 papers for AAA annual meeting

"The Impact of Non-Big 4 Auditor Mergers and Their Ranking on Audit Pricing and Audit Quality:  
Evidence from the Chinese Market", XJTLU Research Development Fund. (January 2015).

## **Presentations Given**

Shipman, J., Washington State University Workshop Series, "The Effects of Demand Uncertainty on  
Producer Behavior: Evidence from the U.S. Audit Market," Pullman, WA. (November 2018).

Shipman, J., Oklahoma State University Workshop Series, "The Effects of Demand Uncertainty on  
Producer Behavior: Evidence from the U.S. Audit Market," Stillwater, OK. (October 2018).

Shipman, J., University of Georgia Workshop Series, "The Effects of Demand Uncertainty on Producer  
Behavior: Evidence from the U.S. Audit Market," Athens, GA. (September 2018).

Shipman, J. (Author Only), "Uninformed Shareholders and the Efficacy of Proxy Voting," American  
Accounting Association Annual Meeting, Washington, DC. (August 2018).

Shipman, J. (Author Only), "Uninformed Shareholders and the Efficacy of Proxy Voting," International  
Symposium on Audit Research, Maastricht, Netherlands. (June 2018).

Shipman, J. (Author Only), Deloitte/University of Kansas Audit Symposium, "Uninformed Shareholders  
and the Efficacy of Proxy Voting," Lawrence, KS. (May 2018).

Shipman, J., European Accounting Association Annual Congress, "Uninformed Shareholders and the  
Efficacy of Proxy Voting," Milan, Italy. (May 2018).

Shipman, J., University of Massachusetts - Amherst Workshop Series, "Uninformed Shareholders and the  
Efficacy of Proxy Voting," Amherst, MA. (April 2018).

Shipman, J., "Propensity Score Matching in Accounting Research," Hong Kong Polytechnic University Seminar Series, Hong Kong. (March 2018).

Shipman, J., Hong Kong Polytechnic University Workshop Series, "Uninformed Shareholders and the Efficacy of Proxy Voting," Hong Kong. (March 2018).

Shipman, J., Ball State University Workshop Series, "Uninformed Shareholders and the Efficacy of Proxy Voting," Muncie, IN. (February 2018).

Shipman, J., University of Alabama Workshop Series, "Is Shareholder Voting an Effective Corporate Governance Mechanism? Evidence from the Auditor Ratification Vote," Tuscaloosa, AL. (November 2017).

Shipman, J., AFAANZ Annual Conference, "Do Clients Get What They Pay For? Evidence from Auditor and Engagement Fee Premiums," Adelaide, Australia. (July 2017).

Shipman, J., Journal of Accounting Auditing & Finance Conference, "Do Clients Get What They Pay For? Evidence from Auditor and Engagement Fee Premiums." (June 2017).

Shipman, J., European Accounting Association Annual Congress, "Do Clients Get What They Pay For? Evidence from Auditor and Engagement Fee Premiums," Valencia, Spain. (May 2017).

Shipman, J. (Author Only), AAA Southwest Regional Meeting, "The Effect of Confirmation Bias on Auditors' Risk Assessments: Archival Evidence," Little Rock, AR. (March 2017).

Shipman, J. (Author Only), AAA Southwest Regional Meeting, "The Usefulness of Estimated Temporary Book-Tax Differences After FIN 48," Little Rock, AR. (March 2017).

Shipman, J., University of Arkansas Workshop Series, "Auditor Cash Flow Risk Exposure and the Pricing of Audit Services," Fayetteville, AR. (January 2017).

Shipman, J., AAA FARS Midyear Meeting, "Do Financial Analysts Compel Firms to Make Accounting Decisions? Evidence from Goodwill Impairments," Charlotte, NC. (January 2017).

Shipman, J., AAA Audit Midyear Meeting, "Panel: How to be Successful in a Ph.D. Program," Orlando, FL. (January 2017).

Shipman, J., Tennessee Alumni Research Symposium, "Measuring the Market Response to First-Time Going Concern Modifications: The Importance of Disclosure Timing," Knoxville, TN. (September 2016).

Shipman, J., AAA Annual Meeting, "Do Financial Analysts Compel Firms to Make Accounting Decisions? Evidence from Goodwill Impairments," New York, NY. (August 2016).

Shipman, J., Journal of Accounting Auditing & Finance Conference, "Auditing Goodwill in the Post-Amortization Era: Challenges for Auditors," Banff, Canada. (June 2016).

Shipman, J., European Accounting Association Annual Congress, "Measuring the Market Response to First-Time Going Concern Modifications: The Importance of Disclosure Timing," Maastricht, Netherlands. (April 2016).

Shipman, J., Oklahoma State University Accounting Research Conference, "Measuring the Market Response to First-Time Going Concern Modifications: The Importance of Disclosure Timing," Stillwater, OK. (April 2016).

Shipman, J., University of Arkansas 2015 Summer Research Conference, "Does the Fear of Dismissal Impair the Auditing of Goodwill?." (July 16, 2015).

Shipman, J. (Presenter & Author), University of Massachusetts Seminar, "Does the Fear of Dismissal Impair the Auditing of Goodwill?," Amherst, MA. (July 9, 2015).

## **Publications - Research Related**

### *Journal Article (Published)*

Moon, J. R., Shipman, J., Swanquist, Q. T., Whited, R. L. "Do Clients Get What They Pay For? Evidence from Auditor and Engagement Fee Premiums". issue2. May 2019. 629-665.

### *Journal Article (Accepted)*

Carcello, J. V., Neal, T. L., Reid, L. C., Shipman, J. "Auditor Independence and Fair Value Accounting: An Examination of Non-Audit Fees and Goodwill Impairments".

### *Journal Article (Published)*

Ayres, D. R., Neal, T. L., Reid, L. C., Shipman, J. "Auditing Goodwill in the Post-Amortization Era: Challenges for Auditors". issue1. March 2019. 82-107.

### *Journal Article (Accepted)*

Ayres, D. R., Campbell, J. L., Chyz, J. A., Shipman, J. "Do Financial Analysts Compel Firms to Make Accounting Decisions? Evidence from Goodwill Impairments".

### *Journal Article (Published)*

Myers, L. A., Shipman, J., Swanquist, Q. T., Whited, R. L. "Measuring the Market Response to First-Time Going Concern Modifications: The Importance of Disclosure Timing". issue4. November 2018. 1512-1542.

### *Journal Article (Revise and Resubmit)*

Shipman, J. "S-Corporation Income Shifting to Avoid Shareholder-Level Taxes". Preparing for 2nd Round Resubmission at Journal of the American Taxation Association.

### *Journal Article (Revise and Resubmit)*

Moon, J. R., Shipman, J., Swanquist, Q., Whited, R. "Out of Control: The (Over)use of Controls in Accounting Research". Preparing for 2nd Round Resubmission at Journal of Accounting & Economics.

### *Journal Article (Revise and Resubmit)*

Cassell, C., Myers, L., Schmardebeck, R., Shipman, J. "Audit Office Staffing Responses to Audit Failures". Preparing for 2nd Round Resubmission at Contemporary Accounting Research.

### *Journal Article (Working Paper)*

Cassell, C. A., Dearden, S. M., Rosser, D., Shipman, J. "The Effect of Confirmation Bias on Auditors' Risk Assessments: Archival Evidence".

### *Journal Article (Published)*

Shipman, J., Swanquist, Q. T., Whited, R. L. "Propensity Score Matching in Accounting Research". issue1. January (1st Quarter/Winter) 2017. 213-244.

## **Contracts, Grants, and Sponsored Research**

Shipman, J., "SEC Faculty Travel Grant", Submitted August 1, 2016, Awarded August 17, 2016, Funded, Sponsored by Southeastern Conference, \$2500. (September 1, 2016 - July 31, 2017).

## **Research Honors and Awards**

McGraw-Hill Education Distinguished Paper Award, American Accounting Association, Southwest Region, Scholarship/Research, (2017).

The distinguished paper award recognizes an outstanding contribution in research and represents the best paper of those submitted for presentation consideration at the 2017 annual meeting of the American Accounting Association, Southwest Region. The paper receiving the award is "The Effect of Confirmation Bias on Auditors' Risk Assessments."

## **SERVICE**

### **University Service**

#### **College/School**

Committee Member, Honors Program Advisory Committee. (July 2018 - Present).

Committee Member, Awards and Elections Committee. (August 2017 - Present).

Attendee, Graduation, Spring Commencement. (May 2018).

Attendee, Graduation, Spring Commencement. (May 2015).

#### **Department**

Committee Member, Doctoral Program Committee. (September 2016 - Present).

Committee Member, Recruiting Committee. (September 2016 - August 2017).

Attendee, Award Ceremony, Accounting Recognition Banquet. (April 2017).

Attendee, Award Ceremony, Accounting Recognition Banquet. (April 2016).

#### **Student Organization**

Attendee, Award Ceremony, Beta Gamma Sigma Banquet. (March 2018).

Attendee, Award Ceremony, Beta Gamma Sigma. (March 2017).

Attendee, Award Ceremony, Beta Gamma Sigma. (March 2016).

Attendee, Award Ceremony, Beta Gamma Sigma. (March 2015).

#### **University**

Attendee, Graduation, Fall Commencement. (December 2016).



## **Katie Terrell**

University of Arkansas

Accounting

WCOB 471

Qualifications: Instructional Practitioner

Sufficiency: Participating

Phone: (479)-575-2985

Email: klterrel@uark.edu

### **Brief Biography**

Katie L. Terrell is a lecturer at the University of Arkansas. She has also taught students around the world, including in Soochow University (Suzhou, China); the University College Dublin (Ireland); and Duoc UC, a branch of the Catholic University of Chile (Vina del Mar, Chile).

She is a member of the American Accounting Association and has published a Statement on Management Accounting for the Institute of Management Accountants on managing organizational change in operational change initiatives. She has recently been recognized for her innovative teaching by being the recipient of the Mark Chain/FSA Teaching Award for innovative graduate-level accounting teaching practices in 2016. She has worked with Tyson Foods, where she held various information system roles, focusing on business analysis, project management for ERP implementations and upgrades, and organizational change management.

### **Education**

MBA, University of Arkansas, 2012.

BA, University of Central Arkansas, 2007.  
Emphasis/major: English/Spanish

### **Professional Licenses and Certifications**

Global Certified Facilitator. (2010 - Present).

Leadership College Certified Facilitator, Tyson Foods. (2010 - Present).

## **WORK EXPERIENCE**

### **Professional Positions**

#### **Professional**

Professional, Senior Business Analyst, Financial Supply Chain Management Team, Tyson Foods.  
(October 2012 - May 2013).

Professional, Organizational Change Specialist in Information Systems, Program Management Office,  
Tyson Foods. (February 2010 - October 2012).

Professional, Programmer/Analyst in Information Systems: Business Intelligence, Tyson Foods.  
(January 2009 - February 2010).

### **Teaching Experience**

### **University of Arkansas**

ACCT 2013 - ACCOUNTING PRINCIPLES, 5 terms.  
ACCT 3533 - ACCOUNTING TECHNOLOGY, 38 terms.  
ACCT 549V - SPECIAL TOPICS IN ACCOUNT, 2 terms.  
ACCT 5523 - ADV ACCT INFO SYSTEMS, 4 terms.  
ECON 410V - SPECIAL TOPICS IN ECONOMI, 2 terms.  
WCOB 1023 - BUSINESS FOUNDATIONS, 1 term.  
WCOB 1033 - DATA ANALYSIS & INTERPRET, 11 terms.  
WCOB 1111 - FRESHMAN BUSINESS CONNECTION, 12 terms.  
WCOB 2043 - FINANCIAL RESOURCES, 1 term.  
WCOB 210V - SPECIAL TOPICS IN BUSINES, 1 term.  
WCOB 330V - WALTON COLLEGE STUDY ABR, 5 terms.  
WCOB 330VH - HON WALTON COLL STUDY ABR, 2 terms.  
WCOB 410V - SPECIAL TOPICS IN BUSINES, 3 terms.  
WCOB 410VH - HNR SPECIAL TOPICS IN BUS, 2 terms.  
WCOB 4993H - HONORS THESIS, 6 terms.  
WCOB 510V - SPECIAL TOPICS - BUSINESS, 2 terms.

### **Professional Development**

Conference Attendance, "Accounting IS Big Data: Blockchain Conference," American Accounting Association. (September 2018).

Conference Attendance, "2018 CTLA and AAA Annual Meeting," American Accounting Association. (August 2018).

Teaching/Learning Workshop, "AIS Incorporating Data Analytics into the Accounting Curriculum Bootcamp," American Accounting Association. (May 2018).

Conference Attendance, "Accounting IS Big Data," American Accounting Association. (September 2017). Presented a TED-style talk on Accounting Data Analytics as a portion of the "Accounting Function of the Future: how new tech changes the way work gets done" program.

Conference Attendance, "2017 CTLA and AAA Annual Meeting," American Accounting Association, San Diego, CA. (August 2017).

Received the award for the Mark Chain/FSA 2016 Teaching Innovation Award during the luncheon, and presented the findings that led to the award during a breakout session.

Conference Attendance, "Accounting Information Systems Bootcamp," American Accounting Association, San Francisco, CA. (May 2017).

### **Teaching Honors and Awards**

Outstanding Adjunct Teaching, Walton College, Teaching, (2017).

Mark Chain/FSA Innovation in Graduate Teaching Award, American Accounting Association on Teaching and Learning in Accounting, Teaching, (2016).

This national award, named in honor of Mark Chain, recognizes exceptional practices in graduate accounting courses. Katie Terrell, along with colleagues Charles Leflar and JaLynn Thomas, won this award for their presentation "Interviewing for Requirements in the Advanced AIS Classroom"

## **RESEARCH**

### **Publications - Teaching Related**

*Online Teaching Related Journal (Published)*

Leflar, C., Terrell, K. Teaching Innovative Problem Solving: A Practical Guide to Increasing Students' 'Out of the Box' Thinking. Spring 2014 edition. Accounting Instructor's Report. April (2nd Quarter/Spring) 4, 2014. Published in Spring 2014 Issue.

## **Publications - Research Related**

*(Published)*

Terrell, K. Managing Organizational Change in Operational Change Initiatives. Institute of Management Accounting: Statements on Management Accounting series, Montvale, NJ. February 24, 2015.

## **Educationally Related Presentations and Workshops**

"Europe Found with EuroFound", presented at American Accounting Association Annual Meeting, International, Sponsored by American Accounting Association, Accepted. (August 6, 2018).

Business activities are increasingly global and familiarity with international business practices is quickly becoming a prerequisite for a successful career in public accounting or in corporate business. Some students are fortunate to be able to do a business oriented study abroad program, but such students are in a minority. Many students exposure to international business is restricted to vacation travel and many students, particularly those from rural regions and who are putting themselves through school, do not even have that opportunity.

In order to provide realistic, first person knowledge of overseas business and socio/political issues, we have found EuroFound to be an extremely valuable resource. EuroFound is the section of the European Union government tasked with doing research on economic and social issues for use in decision-making in the EU and member governments. It is located in Dublin, Ireland and therefore provides its analysis in English. All of their materials are provided free of charge online and are easily accessible for classroom and assignment use. The analysis is professionally done, unbiased and thorough and is arguably better than what is available in many North American sources.

"FSA/Mark Chain Innovation in Graduate Teaching Award Project Presentation: "Interviewing for Requirements in the Advanced AIS Classroom"', presented at American Accounting Association Annual Meeting, International, Sponsored by American Accounting Association, Invited, Published in Proceedings. (August 5, 2017).

This was a presentation to explain and demonstrate the role playing method we used in class to teach students interviewing skills and how to apply the information gathered to an advisory project that for setting up an accounting system.

"Globalizing a Curriculum: The Curious Case of an Accounting Department Study Abroad", presented at American Accounting Association Annual Meeting, International, Sponsored by American Accounting Association, Accepted. (August 8, 2016).

An accounting specific study abroad program may bring unexpected classroom benefits. While students who studied overseas have better global perspectives, classroom discussions, student/faculty interactions, innovation and global perspectives in non-travelled students all increased in classes with sufficient study abroad veterans.

"Globalize Your Classes Using Student Study Abroad Experiences", presented at American Accounting Association Annual Meeting, International, Sponsored by American Accounting Association, Accepted. (August 6, 2016).

We present an innovative way to achieve the goal of global business knowledge in accounting classes. A few years after founding an accounting-based study abroad, faculty noticed an accumulation of students with common departmental study abroad experience which changed the dynamic of classes. The globally-experienced students shared their perspective with others, formed particularly high performing teams and changed the dynamic of class discussions. Though the intent of forming the departmental study abroad was not to change the classroom environment, such was the outcome. We provide guidance on how to introduce and foster this global business outlook.

"Teaching Accounting Standard Setting via Student Roleplaying: Full Cost versus Successful Efforts Accounting for Oil and", presented at Conference on Teaching and Learning Accounting, International, Sponsored by American Accounting Association, Accepted. (August 6, 2016).

We present a role playing exercise for students to do in class which teaches the FASB standing setting process. The premise is that FASB must decide how to account for the costs of drilling an exploratory oil well which does not find enough oil and gas to produce. Political and business pressures influence the choice between considering the drilling costs an asset or an expense. Students role play politicians, oil company owners, bankers, FASB and SEC commissioners and other participants. Students will talk about this class enthusiastically for the rest of the semester.

"Turning Database Dread into Student Skill: How Accounting Technology can make a Senior Swagger instead of Stumble", presented at American Accounting Association Annual Meeting, International, Sponsored by American Accounting Association, Accepted, Published in Proceedings. (August 12, 2015).

Tables from the database are removed from the computerized environment and are exhibited as posters taped to classroom walls as students role-play customer/sales person interactions. Throughout the role-play, the posted tables are live-updated and journal entries are created for the class to experience data creation.

The three parts of the activity are described below.

"Tri-Blended Principles of Accounting Classes: Creating a Win-Win-Win Scenario", presented at American Accounting Association Annual Meeting, International, Sponsored by American Accounting Association, Accepted, Published in Proceedings. (August 2014).

In an age of limited faculty resources, we present a format which utilizes the efficiency and cost savings of large lecture classes and online delivery with the advantages of face-to-face lectures and small group interactions.

A 'Traditional' three hour class may have 30–75 students and meets weekly for three hours. An online class moves the content to the web in various formats. A 'Blended Delivery' class is a mix of the two. Traditional classes are often seen as inefficient while online and blended formats are often less effective due to the limited instructor/student interactions. A traditional class may also consist of large sections, potentially several hundred and can be subject to criticisms similar to online courses.

Our Tri-Blended course delivers each of the three hours differently. One hour is lecture delivered in a large auditorium so students get the benefits of a face-to-face lecture. One hour is delivered online so the efficiencies of online education are realized. The final hour is delivered face-to-face in small groups of about fourteen students so the benefits of personal faculty/student interactions are realized.

Adoption of this method resulted in savings roughly equivalent to two full-time faculty positions while retaining high quality instruction.

"Tri-Blended Principles of Accounting Classes: Creating a Win-Win-Win Solution", presented at ASCPA 11th Annual Accounting Educators' Congerence, State, Sponsored by Arkansas Society of CPAs, Invited. (May 12, 2014).

Is it possible to gain the efficiencies of large lectures and online delivery while retaining the benefits of small class sizes with personal interaction between the instructor and students? Instead of a three hour class consisting of three 'traditional' class meetings, instructor Katie Terrell and Dr. Charles J.F. Leflar, Clinical Professor of Accounting at the Walton College, University of Arkansas have experimented with three separate one hour segments, each delivered in a different format, (traditional lecture in a large class, small group, and online) The goal being to keep the benefits of face-to-face instruction while gaining the efficiencies of online and large lecture classes.

"Innovative Thinking and Problem Solving in Business: Using the C.O.R.E. Framework to Customize Assignments so Students Grow Beyond Their Mental Box", presented at American Accounting Association Annual Meeting, International, Sponsored by American Accounting Association, Accepted. (August 6, 2013).

The concept of 'Thinking Outside the Box' is frequently held forth as a desirable approach to solving business problems. However, it is rare to find any attempts to define the "Box" much less to propose specific stems which can be taken to teach students to think beyond it.

This presentation describes a classroom tested approach to first graph out each student's individual 'Box' and then provides course assignments and activities which are specifically designed to help the student learn to go beyond their current problem solving methodologies. We use the C.O.R.E. framework (developed by Ayan) to do this. The C.O.R.E. stands for Curiosity, Openness to new ideas, mental Energy and willingness to take Risks.

The semester starts with each student doing a series of self-assessments to determine a score in each of the C.O.R.E. attributes. Assignments were developed in each of the four areas designed to take the student beyond their comfort zone. Each student was required to do a different number of assignments in each of the C.O.R.E. areas depending on their self-assessment. For example, a student with a low O (Openness) score could do the assignment to attend the International Poetry Slam Haiku competition which was held nearby and report back to class on his or her experiences. Examples of the course structure and assignments in each of the C.O.R.E. areas will be provided.

## **SERVICE**

### **University Service**

#### **Student Organization**

Student Org Advisor (Non-Professional Org), National Society of Collegiate Scholars. (September 2013 - Present).

## **JaLynn H. Thomas**

University of Arkansas

Accounting

WCOB WCOB452A

Qualifications: Instructional Practitioner

Sufficiency: Participating

Email: jht003@uark.edu

### **Brief Biography**

I truly enjoy my second career, teaching taxation in the accounting program. I focused on tax during my 8 years public accounting experience and 5 years in corporate accounting. I have the privilege of advising and teaching the next generation of my CPA profession. My tax, small business advisory and audit experience help me provide a real world perspective for my students.

### **Education**

BS, Louisiana Tech University, 1983.

Emphasis/major: Accounting

### **Professional Licenses and Certifications**

Chartered Global Management Accountant, American Institute of Certified Public Accountants. (July 2014 - Present).

CGMA is a new designation that focuses more on managerial aspects of public practice

Certified Public Accountant, Arkansas State Board of Public Accountancy. (1987 - Present).

## **WORK EXPERIENCE**

### **Professional Positions**

#### **Academic - Post-Secondary**

Academic - Post-Secondary, Instructor, Becker CPA Review Course. (May 15, 2011 - June 30, 2016).

### **Teaching Experience**

#### **University of Arkansas**

ACCT 2013 - ACCOUNTING PRINCIPLES, 13 terms.

ACCT 3723 - INTERMEDIATE ACCOUNTING I, 1 term.

ACCT 3843 - FUNDAMENTALS OF TAXATION I, 25 terms.

ACCT 5873 - ADVANCED TAXATION, 2 terms.

ACCT 5883 - INDIVIDUAL TAX PLANNING, 3 terms.

WCOB 1023 - BUSINESS FOUNDATIONS, 3 terms.

WCOB 1111 - FRESHMAN BUSINESS CONNECTION, 9 terms.

WCOB 4993H - HONORS THESIS, 4 terms.

### **Non-Credit Instruction Taught**

Becker CPA Review, 20 participants. (May 2016 - June 2016).

I am lead faculty. I hire and train instructors and schedule their sessions. I also teach part of the REG portion.

Becker CPA Review, 24 participants. (May 2015 - June 2015).

Preparation course for the CPA exam. I am lead faculty. I hire instructors, arrange schedules and teach part of the course.

Becker CPA Review, 26 participants. (May 2014 - June 2014).

Preparation course for the CPA exam. I am lead faculty. I hire instructors, arrange schedules and teach part of the course.

Becker CPA review, 35 participants. (May 2013 - June 2013).

Lead faculty for Fast Pass program

Taught tax portion of the review

coordinated and supervised other instructors

## **Professional Development**

Conference Attendance, "Annual Accounting Educator's Conference," Arkansas State Society of CPAs, Little Rock, AR. (May 2016 - Present).

State of Arkansas Annual educator's conference.

Helped develop program and locate speakers

Conference Attendance, "EY Tax Educators Symposium," EY, Washington, DC. (October 2018).

National event- invited participant for tax updates and teaching techniques

Conference Attendance, "American Accounting Association Annual Meeting/ CTLA," American Accounting Association, Washington, DC. (August 2018).

attended teaching conference (CTLA) and annual meeting for accounting educators

Conference Attendance, "ATA Midyear Meeting," American Accounting Association, New Orleans, LA. (February 2018).

Specialized conference for teaching and learning in the taxation area

Conference Attendance, "EY Tax Educators Symposium," EY, Washington, DC. (October 2017).

National event- invited participant for tax updates and teaching techniques

Conference Attendance, "American Accounting Association Annual Meeting/ CTLA," American Accounting Association, San Diego, CA. (August 2017).

attended teaching conference (CTLA) and annual meeting for accounting educators

Conference Attendance, "ATA Midyear Meeting," American Accounting Association, Washington, DC. (February 2017).

Specialized conference for teaching and learning in the taxation area

Conference Attendance, "EY Tax Educators Symposium," EY, Washington, DC. (October 2016).

National event- invited participant for tax updates and teaching techniques

Conference Attendance, "American Accounting Association Annual Meeting/ CTLA," American Accounting Association, New York, NY. (August 2016).

attended teaching conference (CTLA) and annual meeting for accounting educators

Conference Attendance, "2015 Annual Meeting," American Accounting Association, Chicago, IL. (August 2015).

Attended Conference on Teaching and Learning as well as annual American Accounting Association Conference

Conference Attendance, "Annual Accounting Educator's Conference," Arkansas State Society of CPAs, Little Rock, AR. (May 2015).

Annual conference sponsored by Arkansas State Society of CPAs especially for educators

Conference Attendance, "ATA Midyear Meeting," American Accounting Association, Washington, DC. (February 2015).

Specialized conference for teaching and learning in the taxation area

Continuing Education Program, "AAA Annual Conference," American Accounting Association, Atlanta, GA. (August 2014).

Attended CPE programs at annual conference and Conference on Teaching and Learning

Conference Attendance, "Accountancy Faculty Consortium," Deloitte Foundation/Federation of Schools of Accountancy, Westlake, TX. (May 2014).

Annual Faculty Consortium

Conference Attendance, "Educator's Conference," Arkansas Society of CPAs, Little Rock, AR. (May 2014).

Annual Educator's Conference

Conference Attendance, "Jonsson County Community College," McGraw Hill/Kansas CPAs, Kansas City, KS. (March 2014).

Accounting Educator's Seminar

Conference Attendance, "American Accounting Association Annual Conference," American Accounting Association, Anaheim, CA. (August 2013).

Annual conference of educators

Conference Attendance, "Conference of Teaching and Learning in Accounting," American Accounting Association, Anaheim, CA. (August 2013).

educator's conference on teaching methods

Conference Attendance, "Educators' Conference," Arkansas State Society of CPAs, Little Rock, AR. (May 2013).

Statewide educators conference for higher learning instructors

Continuing Education Program, "2013 Tax Update," Arkansas State Society of CPAs, Rogers, AR. (May 2013).

review of new tax law changes for CPAs

Continuing Education Program, "The Fiscal Cliff: What CPAs need to know," Surgent McCoy CPE, Fayetteville, AR. (January 2013).

Tax changes for CPAs

## **Teaching Honors and Awards**

Mark Chain/FSA 2016 Innovation Graduate Teaching Award, AICPA, ELS Task Force Committee, Teaching, (2016).

"Interviewing for Requirements in the Advanced AIS Classroom"

National teaching award to be presented at AAA conference summer, 2017

## **RESEARCH**

### **Editorial Activities**



"Spilker Taxation of Individuals and Business Entities 2016", University of Arkansas, Ad Hoc Reviewer, National. (June 17, 2015 - July 20, 2015).  
I was asked to review the new edition for organization and new content.

## **Presentations Given**

Thomas, J. H., Conference on Teaching and Learning in Accounting, "Teaching Requirements Elicitation and Project Management through Role-Play: Engaging Soft Skills in the Accounting Information Systems Classroom.," American Accounting Association, New York, NY. (August 6, 2016).

This project was a joint poster with 2 other instructors about using a role playing activity as a basis in the graduate AIS class. I am part of the activity, but not the instructor of the class.

Thomas, J. H., Conference on Teaching and Learning in Accounting, "Tell Me a Story: Teaching Estate, Gift and Trust Taxation with a Personal Narrative Approach," American Accounting Association, New York, NY. (August 6, 2016).

This poster session was about how I teach estate, gift and trust taxation by use of a family narrative. The poster described the teaching method, benefits and outcomes.

Thomas, J. H. (Presenter & Author), Conference on Teaching and Learning in Accounting, "Teaching Tax Planning with the 2 Ds: Divorce and Death," American Accounting Association, Chicago, IL. (August 7, 2015).

Due to the sheer volume of material that is usually covered in the first undergraduate tax course, time constraints often limit projects to return preparation. Tax planning cases can be an efficient way to reinforce learning objectives in or outside of class. Students can be more engaged in absorbing their newly acquired tax knowledge by thinking of its real world application.

The following tax cases use two life events, divorce and death, to reinforce basic tax principles. These case studies are appropriate for individual or group work and can be used as in-class group work. The fact patterns are simple and involve five major learning objectives:

1. Filing status
2. Basis of assets
3. Alimony and itemized deductions
4. Withholding and tax credits
5. Taxability of life insurance proceeds and retirement assets

The students must carefully review the fact pattern as it relates to each of the learning objectives. A series of questions will guide the students' thinking and help them demonstrate their mastery of the learning objectives. The students realize that their basic tax knowledge is already applicable in these two common, but difficult life situations. These case studies can also help build student confidence and stimulate further interest in taxation.

Thomas, J. H. (Presenter & Author), American Accounting Association Annual Meeting, "From Textbook to Tax Return: Making the Connection," American Accounting Association, Anaheim, CA. (August 7, 2013).

Teaching your students to apply tax knowledge to tax preparation and choice of entity is key to their success. This team or individual project will help students connect theory to return preparation and understand choice of entity implications.

## **Educationally Related Presentations and Workshops**

""Increasing Student Engagement through Gamification: Just Kahoot it!"" , presented at American Accounting Association Annual Meeting, International, Accepted. (August 4, 2018).

Kahoot is a free web-based game that can be used for multiple choice questions or polling with students during class. This game increases engagement and student retention.

"A review of lecture delivery preferences of online students", presented at American Accounting Association Annual Meeting, International, Sponsored by American Accounting Association, Accepted. (August 8, 2017).

"FSA/Mark Chain Innovation in Graduate Teaching Award Project Presentation: "Interviewing for Requirements in the Advanced AIS Classroom"', presented at American Accounting Association Annual Meeting, International, Sponsored by American Accounting Association, Invited, Published in Proceedings. (August 5, 2017).

This was a presentation to explain and demonstrate the role playing method we used in class to teach students interviewing skills and how to apply the information gathered to an advisory project that for setting up an accounting system.

"Non Lecture Based Methods to Increase Student Engagement and Success", presented at ASCPA Accounting Educators Conference, State, Sponsored by Arkansas State Society of CPAs, Invited. (May 17, 2017).

I presented two different methods that I use to help students engage in class through gamification. These methods can be used by the student outside of class to study.

## **SERVICE**

### **University Service**

#### **College/School**

Attendee, Graduation. (May 2015 - May 2018).

Attendee, Graduation, Walton Honors College. (May 2013).  
honors thesis advisor

#### **Department**

Committee Member, MAcc committee. (August 2016 - Present).

I help discuss organizational changes to curriculum and procedures involved in administering the program.

Committee Member, Scholarship committee. (August 2012 - Present).

Help identify scholarships available and encourage students to apply.

#### **University**

Attendee, Graduation, Walton Honors College. (May 2018).

Attended Honors graduation for the Walton College.

Attendee, Graduation. (May 2014).

I was the MAcc Marshal for May graduation

Attendee, Graduation, Walton Honors College. (May 2014).

Attended Honors graduation for the Walton College.

### **Professional Service**

Member of Professional Organization, American Institute of CPAs. (January 2013 - Present).

member, access to quality publications and continuing education, volunteer opportunities

Member of Professional Organization, American Accounting Association. (August 2012 - Present).

Member of tax section, preparing poster for annual meeting on effective learning strategies

Member of Professional Organization, Arkansas State Society of CPAs. (August 2012 - Present).

Encourage student membership, distribute society newsletters and student information, help with chapters meetings held on campus

Conference Program Organizer, Arkansas Society of CPAs. (February 2014 - May 2018).  
I helped develop the Educator's Conference speakers and programming.

Committee Member, Arkansas State Society of CPAs. (February 2015 - December 2015).  
Member of Legislative Liason committee - assigned member of state legislature and agree to contact regarding any legislation that effects CPA licensing.

Attendee, Meeting, American Accounting Association. (August 2014).  
I was a session moderator for 3 papers on taxation

## **Public Service**

Activity to Bridge Campus and Community, Arkansas Society of CPAs. (January 2015 - Present).  
I help find speakers and plan the topics and agenda for the annual Educator's conference.

Activity to Bridge Campus and Community, Razorback Food Recovery In Good Waste conference, Fayetteville, AR. (April 2019).

I was asked to speak at a conference about federal tax law related to business donations for food recovery

## **Service Honors and Awards**

### **Service, University**

Tri-Blended Principles of Accounting Implementation Team, Walton College of Business, Service, University, (2014).

I was part of the team organizing the department's move to teaching all Walton College students in Accounting Principles 1. The blended delivery approach was completely new as was the dramatic increase in the number of students enrolled. I helped develop,organize and implement the Supplemental Instruction program portion of the blended delivery as well as supported the instructors.

Outstanding Team Achievement, University of Arkansas, Service, University, (2013).

IMAcc Development Team service award for helping to develop, administer and promote the Integrated Masters of Accounting program

## **Tim Yeager**

University of Arkansas

Finance

WCOB 351

Qualifications: Scholarly Academic

Sufficiency: Participating

Phone: (479)-575-2992

Email: TYeager@walton.uark.edu

### **Brief Biography**

<UL>

<LI>Professor of Finance and Arkansas Bankers Association Chair in Banking, University of Arkansas, 2006-present Responsibilities include teaching, research, and community outreach.

<LI> <a href=https://finance.uark.edu/community-bank-stress-test.php target=new> Community Bank Stress Tests </a>

<LI>Economist and Assistant Vice President, Federal Reserve Bank of St. Louis, 1998-2005.

<LI>Married with four children.

<LI>Hobbies include soccer and bicycling.

</UL>

### **Education**

PhD, Washington University, St. Louis, 1993.  
Emphasis/major: Economics

MA, Washington University, St. Louis, 1990.  
Emphasis/major: Economics

BS, St. Louis University, 1987.  
Emphasis/major: Business Administration

## **WORK EXPERIENCE**

### **Teaching Experience**

#### **University of Arkansas**

ECON 410V - SPECIAL TOPICS IN ECONOMI, 5 terms.

ECON 410VH - HNRS SPECIAL TOPICS IN EC, 4 terms.

FINN 3133 - COMMERCIAL BANKING, 13 terms.

FINN 410V - SPECIAL TOPICS IN FINANCE, 1 term.

FINN 4313 - ADV COMMERCIAL BANKING, 17 terms.

FINN 450V - INDEPENDENT STUDY, 4 terms.

FINN 6733 - SEM: FINANCIAL MKTS & INS, 4 terms.

WCOB 210V - SPECIAL TOPICS IN BUSINES, 2 terms.

WCOB 230V - WALTON COLLEGE STUDY ABR, 1 term.

WCOB 330V - WALTON COLLEGE STUDY ABR, 1 term.

WCOB 410 - SPECIAL TOPICS - BUSINESS, 1 term.

WCOB 410VH - HNRS SPECIAL TOPICS - BUS, 1 term.

WCOB 4993H - HONORS THESIS, 10 terms.

WCOB 510V - SPECIAL TOPICS - BUSINESS, 1 term.

## **Non-Credit Instruction Taught**

Conference of State Bank Supervisors, 5 participants. (January 2015 - May 2015).

Worked with the CSBS as one of 5 universities participating in a pilot community bank case study.

Oversaw students who worked with Legacy Bank in Springdale Arkansas to produce a video and paper documenting their experience with commercial real estate lending during and after the financial crisis.

## **Professional Development**

Conference Attendance, "Community Banking Research and Policy Conference," Federal Reserve Bank of St. Louis, St. Louis, MO. (September 2014).

Attended conference to hear the survey results for the community bank survey I helped to design.

## **Teaching Honors and Awards**

2016 Community Bank Case Study Competition: University of Arkansas 3rd Place Finish, Conference of State Bank Supervisors, Teaching, (2016).

Faculty supervisor of an analysis by Brody Bisland, Daniel Park, and Raymond Todd of the importance of small business relationship lending at Today's Bank.

ASG Finalist for "Most Outstanding" Faculty Member, Teaching, (2016).

Seniors of Significance Outstanding Mentor, Arkansas Alumni Association, Teaching, (2016).

Recognized by my student, Thomas Selig, winner of the Seniors of Significance Award, as an outstanding faculty mentor.

Outstanding Faculty Mentor award in 2013, Honors College, Teaching, (2013).

Recipient of the Outstanding Faculty Mentor award in 2013 for assisting students in receiving SURF grants.

## **RESEARCH**

### **Editorial Activities**

"Opacity, Financial Crisis, and Bank Valuation", Journal of Banking and Finance, Ad Hoc Reviewer. (November 2018 - January 21, 2019).

This was 2nd round review. First round completed in February 2018.

"Performance Deposit Funding Flows Relationship in U.S. Commercial Banks – An Examination of the Pre-2008 Crisis Period", Review of Financial Economics, Ad Hoc Reviewer. (November 2018 - January 21, 2019).

"Comovement and Informational Opacity", Journal of Banking and Finance, Ad Hoc Reviewer. (January 18, 2017).

"Bank Opacity and the Efficiency of Stock Prices", Journal of Banking and Finance, Invited Manuscript Reviewer. (January 2016 - June 30, 2016).

"Community Bank Performance: How Important are Managers?", Journal of Financial Services Review, Invited Manuscript Reviewer. (March 2014 - April 2014).

"Frictions in Information Flow: A Comparison of Bank Holding Companies and Similar Non-Financial Companies", Journal of Financial Services Research, Invited Manuscript Reviewer. (January 2014).  
Conducted a third round review in January and recommend the paper's acceptance.

"Frictions in Information Flow: A Comparison of Bank Holding Companies and Similar Non-Financial Companies", Journal of Financial Services Research, Invited Manuscript Reviewer. (September 2013 - December 2013).

"On the county-level credit outcome idiosyncratic risk.", Journal of Money Credit and Banking, Ad Hoc Reviewer. (August 2013 - November 2013).

"SEEDS OF THE CRISIS? THE SHAREHOLDER WEALTH EFFECTS OF EARLY SUBPRIME LITIGATION", Journal of Economics and Business, Ad Hoc Reviewer. (July 2013 - October 2013).

"Community Bank Proactive Risk Management – Concentration Management, Stress Testing and Capital Planning", Journal of Risk Management in Financial Institutions, Ad Hoc Reviewer. (June 2013).

"Regulatory Support and the Cost of Debt: FHLB Funding of Bank and Thrift Holding Companies", Journal of Banking and Finance, Ad Hoc Reviewer. (May 2013 - June 2013).

"Credit Cycle and Dynamic Adverse Selection Effects in Consumer Credit Markets—Evidence from the HELOC Market.", Journal of Money, Credit and Banking, Invited Manuscript Reviewer. (November 2012 - January 2013).

"Frictions in Information Flow: A Comparison of Bank Holding Companies and Similar Non-Financial Companies", Journal of Financial Services Research, Invited Manuscript Reviewer. (November 2012 - December 2012).

"CRE STRESS TESTING IN COMMUNITY BANKS: THE LOW STRESS KIND", Journal of Risk Management in Financial Institutions, Ad Hoc Reviewer. (June 2012).

"The Effects of Bank Regulator Switching on Supervisory Ratings", Journal of Money, Credit and Banking, Invited Manuscript Reviewer. (June 2012).  
 Refereed JMCB paper on bank regulator switching.

"Estimating the Effects of an Exogenous Shock on the Financial Sector in a Local Economy: Hurricanes and Banking Efficiency", Southern Economic Journal, Ad Hoc Reviewer. (January 2012 - February 2012).

"Subprime Financial Crisis -- Special Volume of the Journal of Economics and Business", Editor, General. (January 2009 - December 2010).  
 Guest editor for the special issue titled "Subprime Financial Crisis." Paper submission deadline is February 1, 2010.

"The Information Value of the Stress Test and Bank Opacity", American Economic Review, Invited Manuscript Reviewer. (November 2010).  
 Invited reviewer for AER

"Deregulation, Mergers, and the 2007 Global Financial Crisis", Journal of Economics and Business, Invited Manuscript Reviewer. (October 2010).

"Does Distance Still Matter in Banking", Journal of Money, Credit and Banking, Invited Manuscript Reviewer. (June 2010 - October 2010).  
 Referee for JMCB.

"Understanding Commercial Bank Failures in the Modern Banking Era", FMA Meetings, 2010, Invited Manuscript Reviewer. (October 22, 2010).  
 Discussed the paper at the FMA 2010 annual meetings in New York.

"Stochastic Business Cycle Volatilities, Capital Accumulation, and Economic Growth", Journal of Economics and Business, Invited Manuscript Reviewer. (August 2010 - September 2010).  
 2nd Round Review for JEB

"Money and Banking Textbook by Glenn Hubbard and Anthony O'Brien", Pearson Prentice Hall, Invited Manuscript Reviewer. (July 2010 - September 2010).  
Invited manuscript reviewer for content editor of the new edition of the Money and Banking Textbook by Hubbard and O'Brien.

## **Presentations Given**

Acrey, J. C. (Author Only), Yeager, T. (Presenter & Author), Lee, W. (Author Only), 2017 FMA Conference, "The Inability of the Federal Home Loan Bank System To Limit Moral Hazard At Its Largest Banks During the Financial Crisis," Boston, MA.

Acrey, J. C. (Presenter & Author), Yeager, T. (Author Only), Lee, W. (Author Only), 2017 SFA Conference, "The Inability of the Federal Home Loan Bank System To Limit Moral Hazard At Its Largest Banks During the Financial Crisis," Key West, FL.

Yeager, T., Southern Finance Association, "Bank Credit Standards and the Residential Mortgage Boom," Asheville, NC. (November 17, 2018).

Yeager, T., Financial Management Association, "A Residential Mortgage Bank Lending Channel During the Financial Crisis," Asheville, NC. (November 16, 2018).

Yeager, T., Financial Management Association, "A Residential Mortgage Bank Lending Channel During the Financial Crisis,," San Diego, CA. (October 12, 2018).

Yeager, T., Financial Management Association, "Bank Credit Standards and the Residential Mortgage Boom," San Diego, CA. (October 12, 2018).

Yeager, T., Community Banking in the 21st Century Research and Policy Conference, "Moderated session titled "Real Effects of Government Policies", " CSBS and St Louis Federal Reserve, St Louis, MO. (October 1, 2017).

Moderated the presentation and discussion of three banking papers on SBA Lending and the Community Reinvestment Act.

Yeager, T., S. B., FDIC JFSR 17th Annual Bank Research Conference, "Financial Crisis and the Supply of Corporate Credit," FDIC JFSR, Arlington, VA. (September 8, 2017).

The literature shows convincingly that the 2007-2009 financial crisis erupted from a run on repo, which impaired liquidity at financial institutions engaged in securitized banking. Our contribution is to document a bank lending channel between the liquidity shock and the subsequent U.S. economic downturn. We match firms with their lead banks in the syndicated loan market, and track debt migration and corporate investment outcomes during the crisis years. We find that firms paired with banks heavily reliant on short-term funding were less likely to obtain bank loans in 2008, and more likely to contract investment in 2009. The economic significance of these results is economically large. Our best estimate is that the bank lending channel accounts for between 25% and 40% of the 2009 decline in corporate investment. Interestingly, corporate investment declined by statistically significant amounts only at the larger firms with long-term issuer credit ratings because those firms were more likely to be paired with banks heavily reliant on short-term borrowing. Some rated firms substituted public debt for bank debt, but the substitution offset only a small portion of the investment decline. Our findings highlight the potential risks to the real economy from a liquidity mismatch in securitized banking.

Yeager, T., Xu, W., Walton College Finance Workshop, "Asset Bubbles, Wealth Inequality, and the Joneses Effect in the Lab." (August 4, 2017).

We hypothesize that higher wealth inequality leads to more frequent and potentially larger and more dangerous asset bubbles. To test this hypothesis, we run asset market experiments in the Behavioral Business Research Lab where subjects are given different initial endowments.

Yeager, T., Risk Management Association Breakfast Meeting, "Community Bank Competition Index," Little Rock, AR. (June 15, 2017).

Based on an economically intuitive exploration of the pricing power of banks within their respective locales, we construct a competition index to measure the intensity of competition among community banks at the local level. Our index improves upon existing measures both in-sample and out-of-sample. We find that, on average, community banks operating in more competitive local areas have lower profitability and higher risk. Presently, the extraordinary liquidity in the banking system has diminished the profitability gap from competitive differences among locales. As the Federal Reserve removes the excess liquidity, the profitability gap will likely reemerge increasing pressure on banks in the most competitive areas to consolidate.

Yeager, T., Community Banking Research Conference, "An Historical Loss Approach to Community Bank Stress Testing," CSBS and St Louis Federal Reserve. (October 1, 2015).

We develop a macro stress testing model that can be used systematically by community banks and supervisors to assess the ability of banks to withstand a severe and prolonged period of high credit losses. The model groups banks by geography and subjects them to the 90th percentile chargeoff rate by loan type for each year between 2008 and 2012. We apply the stress test to 105 Arkansas community banks at year-end 2014 and find that all but three would survive the shock. We also use the model to evaluate the benefits from diversifying within loan types. Beginning in 2007, the call reports separately tracked residential construction loans and owner-occupied nonfarm nonresidential loans. These loan categories were perceived to have lower default risk, which could provide risk-reduction benefits to a bank that diversified into these loan categories. In fact, the defaults within the loan types were similar during the 2008-2012 period and therefore provided few performance benefits.

Yeager, T. (Presenter & Author), World Finance Conference, "Financial Crisis and the Supply of Corporate Credit," Buenos Aires, Argentina. (July 23, 2015).

Yeager, T. (Discussant), World Finance Conference, "The Relationship between Income Diversification and Bank Efficiency." (July 23, 2015).

Yeager, T. (Presenter & Author), Ohio University Research Seminar, "The Relative Contributions of Equity and Subordinated Debt Signals as Predictors of Bank Distress during the Financial Crisis." (March 14, 2014).

Yeager, T. (Presenter & Author), Ferrier, G. (Author Only), Shao, Y. (Author Only), Community Banking Research Conference, "The Effect of Distance on Community Bank Performance Following Acquisitions and Consolidations," Federal Reserve Bank of St Louis and Conference of State Bank Supervisors, St Louis, MO. (October 3, 2013).

Inaugural community bank conference.

Yeager, T., Southern Finance Association 2011, "Valuation and Systemic Risk Consequences of Bank Opacity." (November 18, 2011).

Fogel, K. (Author Only), Lee, W. (Author Only), Ma, L. (Presenter & Author), Yeager, T. (Author Only), Financial Management Association annual conference, "Residential Foreclosure Crisis: Overreaching Households and Spatial Contagion," Financial Management Association International. (October 21, 2011).

Yeager, T., Financial Management Association, 2010, "HAVE COMMUNITY BANKS REDUCED HOME FORECLOSURE RATES?." (October 2010).

Yeager, T., Fogel, K., Financial Management Association annual meeting, "Have Community Banks Reduced Home Foreclosure?," FMA International, New York City, NY. (October 18, 2010).

Yeager, T., Southwest Finance Symposium, "HAVE COMMUNITY BANKS REDUCED HOME FORECLOSURE RATES?," University of Tulsa, Tulsa, OK. (March 2010).



## Publications - Teaching Related

*Magazine/Trade Publication (Published)*

Yeager, T. Policy Normalization and the Fed's New Monetary Policy Tool: Interest Rates on Excess Reserves. XCVIII edition. The Arkansas Banker. issue12. December 2014. 12-15.

the Fed has prepared "policy normalization" plans, which are strategies to conduct monetary policy while their level of securities holdings returns to normal. Once the Fed decides to begin tightening policy, it will signal this intention in the usual manner by raising the target for the federal funds rate. The Fed will accomplish this task with a new monetary policy tool: adjusting the interest rate it pays on excess reserve balances. This new tool of monetary policy has two complications—one political and one economic.

*Magazine/Trade Publication (Published)*

Yeager, T. Students experience the joy of community banking in Belize. The Arkansas Banker. February 2014.

One of the challenges is providing students with opportunities to actually experience what it means to be a community banker. Students that participate in the microlending program in Dangriga, Belize now have that opportunity.

## Publications - Research Related

*Journal Article (Accepted)*

Yeager, T., Tahsin, S. "A Residential Mortgage Bank Lending Channel During the Financial Crisis".

We estimate a residential mortgage bank lending channel effect on a cross-section of county-level housing markets between 2007 and 2009. The effect results primarily from distressed banks denying credit to otherwise creditworthy loan applicants. Traditional measures of bank distress are plagued with concerns about endogeneity and spurious correlation. Our innovation is to use the county-aggregated change in the jumbo to nonjumbo mortgage acceptance rate first explored by Loutschina and Strahan (2009) as an instrumental variable for bank distress. We find a statistically significant but economically small bank lending channel effect. A county with a one standard deviation decline in the instrumental variable experiences an additional 89 basis point decline in home prices and a 1.25% decrease in construction employment, which represent 7% and 6%, respectively, of their mean changes between 2007 and 2009. Most of the decline in the housing market results from the bust of the pre-crisis housing boom driven by aggressive subprime and jumbo lending.

*Journal Article (Accepted)*

Acrey, J. C., Yeager, T., Lee, W. "Can Federal Home Loan Banks Effectively Self-Regulate Lending to Influential Banks?"

In principle, the threat of partial or full revocation of the Federal Home Loan Bank (FHLB) System's charter by Congress should limit advances (collateralized loans) by FHLBs to member banks with high risks of failure that increase potential losses to the Deposit Insurance Fund. In practice, even as the risk of insolvency became apparent in the financial crisis, FHLBs renewed, and in some cases increased, lending to several large bank members that eventually failed. We argue FHLBs continue to lend to large risky members both because the cooperative structure enables these banks to exert significant influence over their FHLBs, and because the risk of insolvency can be difficult to assess. Policy makers should consider regulatory or supervisory measures that limit the use of advances by large bank members.

*Magazine/Trade Publication (Published)*

Yeager, T. Assessing Capital Adequacy: A simple and effective community bank stress-testing model.

January, 2016 edition. Independent Banker. January (1st Quarter/Winter) 2016. Published in the January 2016 edition of the Independent Banker, a publication of the Independent Community Bankers of America.

*Journal Article (Published)*

Yeager, T., Miller, S., Olson, E. "The Relative Contributions of Equity and Subordinated Debt Signals in

Predicting Bank Distress During the Financial Crisis". Journal of Financial Stability. issueC. January (1st Quarter/Winter) 2015. 118-137, Accepted January 2015.

*Journal Article (Accepted)*

Yeager, T., Jones, J., Lee, W. "Valuation and Systemic Risk Consequences of Bank Opacity". Accepted to Journal of Banking and Finance.

*Journal Article (Accepted)*

Yeager, T., Jones, J., Lee, W. "Opaque Banks, Price Discovery, and Financial Instability". issue3. July (3rd Quarter/Summer) 2012. 383-408, Accepted at Journal of Financial Intermediation.

*Magazine/Trade Publication (Published)*

Yeager, T., Mills, K. New Opt-In Overdraft Rules Cost Arkansas Banks \$39 Million Annually. February 2012.

*Journal Article (Accepted)*

Yeager, T., Hall, J., Kern, D., King, T., Lee, K. "A Value-at-Risk Approach to Commercial Real Estate Portfolio Stress Testing at U.S. Community Banks". Journal of Risk Management in Financial Institutions. issue1. December 2011. 60-75, Paper is accepted at the Journal of Risk Management in Financial Institutions.

*Journal Article (Accepted)*

Yeager, T., Miller, S., Jones, J. "Charter Value, Tobin's Q and Risk During the Subprime Financial Crisis". Journal of Economics and Business. issue5. September 2011. 372-391, Accepted 10/2010; to appear in a special issue on the Subprime Financial Crisis.

Charter value is important in the banking industry because of its ability to reduce the moral hazard incentives that result from government-provided deposit insurance. Previous research suggests that geographic deregulation in the 1970s and 1980s increased competition and eroded charter values. Yet, a common proxy for charter value, Tobin's Q, increased significantly in the 1990s and beyond even as bank deregulation continued. We show that Tobin's Q is a poor cardinal measure of charter value though it still may have merit as an ordinal measure. Our findings confirm that charter value has been declining through time, contributing to the increase in risk-taking that led to the subprime financial crisis.

*Journal Article (Published)*

Yeager, T., Fogel, K., Kali, R. "Have Community Banks Reduced Home Foreclosure Rates?". Elsevier. September 2011. 2498-2509, Accepted 12/2010. Published in Journal of Banking and Finance.

Compared with mortgage brokers and universal banks, community banks have stronger incentives to originate high-quality residential home (mortgage) loans. Using the RealtyTrac database on residential foreclosures between 2005 and 2008, we show that county-level foreclosure rates are lower in counties with greater community bank presence. This finding is robust to a host of county level economic control variables.

*Magazine/Trade Publication (Published)*

Yeager, T., Fogel, K., Lee, W., Ma, L., Rorie, D. The Foreclosure Crisis in 2008: Predatory Lending or Household Overreaching? The Regional Economist. issueJuly 2011. July (3rd Quarter/Summer) 2011. 13-14.

*Journal Article (Revise and Resubmit)*

Ferrier, G., Yeager, T. "The Effect of Distance on Bank Performance Following Acquisitions and Reorganizations". A revision is underway.

We analyze the efficiency and performance of more than two thousand U.S. community bank acquisitions and reorganizations between 1988 and 2002. Post-acquisition bank performance deteriorates with the geographic distance between target and acquirer. In contrast, bank performance following reorganization (charter consolidation) of a given bank holding company improves with the distance between affiliates. We argue that distance between target and acquirer harms performance because high information and monitoring costs overwhelm any diversification benefits. Conversely,

reorganizations benefit geographically distant entities the most precisely because these firms have the most to gain from reducing information and monitoring costs.

*Journal Article (Paper Under Review)*

Yeager, T., Ferrier, G., Shao, Y. "The Effect of Distance on Community Bank Performance Following Acquisitions and Consolidations". (under 1st round review). Paper is being revised and we added an additional author (Yingying Shao). Paper was presented at the St Louis Fed Community Banking Conference.

We analyze the performance of more than two thousand U.S. community bank acquisitions and consolidations between 1988 and 2009. Post-acquisition bank performance deteriorates with the geographic distance between target and acquirer. In contrast, distance has little effect on bank performance following charter consolidation by a given bank holding company. Distant acquisitions between 2005 and 2007 led to even worse performance during the Great Recession. We argue that distance between target and acquirer harms performance because high information and monitoring costs overwhelm any diversification and growth benefits.

*Magazine/Trade Publication (Published)*

Yeager, T., Sierra, G. Mark It at Book or Book It at Market? The Debate Over Fair Value Accounting. The Arkansas Banker. June 2010.

*Magazine/Trade Publication (Published)*

Yeager, T. Why the Dreaded Inflation Won't Come. The Arkansas Banker. April (2nd Quarter/Spring) 2010.

*Journal Article (Rejected)*

Ferrier, G., Yeager, T. "The Effect of Distance on Bank Performance Following Acquisitions and Reorganizations".

We analyze the efficiency and performance of more than two thousand U.S. community bank acquisitions and reorganizations between 1988 and 2002. Post-acquisition bank performance deteriorates with the geographic distance between target and acquirer. In contrast, bank performance following reorganization (charter consolidation) of a given bank holding company improves with the distance between affiliates. We argue that distance between target and acquirer harms performance because high information and monitoring costs overwhelm any diversification benefits. Conversely, reorganizations benefit geographically distant entities the most precisely because these firms have the most to gain from reducing information and monitoring costs.

## **Contracts, Grants, and Sponsored Research**

Yeager, T., Xu, W., Deck, C., Hao, L., "Asset Bubbles, Wealth Inequality, and the Joneses Effect in the Lab", Submitted January 13, 2017, Awarded February 14, 2017, Funded, Sponsored by Bank of America Research Fund Honoring James H. Penick, \$5000. (February 2017 - June 2018).

We hypothesize that higher wealth inequality leads to more frequent and potentially larger and more dangerous asset bubbles. To test this hypothesis, we run asset market experiments in the Behavioral Business Research Lab where subjects are given different initial endowments.

Yeager, T. (Co-Investigator), Wells, R. (Co-Investigator), "Mortgage Lending Disparities in Northwest Arkansas", Submitted November 4, 2016, Awarded November 21, 2016, Funded, Sponsored by Provost's Collaborative Research Grant, Awarded by University of Arkansas, \$1921. (January 2017 - December 2017).

In northwestern Arkansas, Native Americans are twice as likely to be rejected for a home loan application than white borrowers, according to federal data. This project seeks to answer the following questions: Are mortgage lending disparities in northwestern Arkansas different from disparities in neighboring states and the nation? What explains the difference? How are they different from urban areas such as Baltimore and Chicago? How can journalists best interpret this data using best practices in finance and data journalism to produce insightful multimedia articles for the general public?

## **SERVICE**

### **Consulting**

Training and Education, LSU Graduate School of Banking, Baton Rouge, LA. (June 2014).  
Taught ALM I to bankers during the first week of June, 2014.

### **University Service**

#### **College/School**

Committee Member, Undergraduate Programs and Assessment Committee. (July 2018 - Present).

Committee Member, Fleischer Scholars Advisory Committee. (July 2016 - Present).

Committee Member, Diversity & Inclusion Advisory Committee. (September 2015 - Present).  
Served on the Dean's Diversity/Inclusion Task Force to flesh out the College's strategic direction in this area. Presented at a town hall meeting in March 2016 and continue to serve on the committee.

Guest Speaker, Social Innovation. (October 2018).

Presented a Social Innovation Workshop to students in the program on Entrepreneurial Finance at the Brewer Family Entrepreneurship Hub.

Committee Chair, Chair, Undergraduate Programs and Assessment Committee. (September 2013 - June 2018).

Became Chair of UPAC in September 2013. Participated in the AACSB meetings in February 2017.

Served as informal adviser, Global Engagement Office. (January 2017 - December 2017).  
Participated in several meetings to provide advice and feedback to GEO during the year.

Guest Speaker, Social Innovation. (October 2017).

Presented a Social Innovation Workshop to students in the program on Entrepreneurial Finance.

Committee Member, MBA Task Force. (March 2017 - May 2017).

Served on the MBA Task force to decide whether the full-time MBA program should continue.

Committee Member, Pay Performance Task Force. (September 2016 - January 2017).

Reviewed and recommended changes to the pay and performance policies of the College.

Guest Speaker, Phd Life as an Academic – Work/Life Balance. (October 2016).

Committee Member, Suzhou Task Force. (April 2015 - December 2015).

Member of the Suzhou Task Force to monitor progress of the 3+1 program.

Conference Panel, PhD Seminar. (October 2015).

Served as a panelist on "Life as an Academic" panel to answer questions about work/life balance for the College's PhD students.

Guest Speaker, Walton College Executive :Committee. (October 2015).

Provided an overview of my research to the E-committee.

Committee Member, Walton College Research Committee. (August 2014 - September 2015).

Committee Member, Chair Review Committee for Amy Farmer. (January 2015 - February 2015).

Served as a committee member to review Amy Farmer's reappointment to the Margaret Gerig & R.S. Martin, Jr. Chair in Business.

Lunch meeting with Eduardo Davila. (November 2013).  
Met with Eduardo Davila at Arizona State to discuss online learning issues.

Committee Member, Undergraduate Curriculum Committee. (August 2006 - September 2013).  
Review undergraduate and honors curriculum changes for the WCOB. In 2011 and 2012, we undertook a major review and revision of the core undergraduate curriculum.

Committee Chair, Dulan Endowed Chair Review Committee. (January 2013).

Committee Member, Dean Search Committee. (May 2011 - February 2012).  
Served as a member of the committee to select and interview Dean candidates. Successfully recruited Eli Jones as our next Dean.

Garrison Supply Chain Chair Review Committee. (November 2011).  
Served on the Garrison Supply Chain Chair Review Committee for Matt Waller.

AACSB Assurance of Learning. (October 2011).  
Met with AACSB representatives to discuss assurance of learning as part of the reaccreditation process.

Committee Member, CTE Steering Committee. (January 2010 - December 2010).  
Member of the CTE Steering Committee. Provided teaching advice to PhD students on Oct 8, 2010.

Committee Member, WCOB Undergraduate Curriculum Committee. (January 2010 - December 2010).  
Member of the Undergraduate Curriculum Committee. Conducted a faculty survey of the WCOB core as part of the process of a 1-year review of the core.

Committee Member, Accounting Department Chair Review. (October 2010 - November 2010).  
Served on Vern Richardson's Chair Review Committee. Interviewed several faculty and PhD students to assess Vern's performance.

### **Department**

Committee Member, Department Promotion & Tenure Committee. (February 2006 - Present).  
Review promotion and tenure decisions for the department.

Guest Speaker, Garrison Financial Institute. (November 2014).  
Presented my analysis on "Policy Normalization and the Fed's New Monetary Policy Tool: Interest Rates on Excess Reserves" to the GFI Board.

Committee Member, Finance Faculty Search Committee. (September 2013 - December 2013).  
Assisted in the search to recruit and hire two tenure-track faculty members. Attended FMA meetings in Chicago, Oct 16-18, 2013.

Committee Member, Faculty Search Committee. (September 2010 - December 2010).  
Served on the faculty search committee to hire a tenure-track Finance professor beginning August 2011. Traveled to New York FMA meetings to interview candidates.

Guest Speaker, GFI Advisory Board. (April 2010).  
Spoke to the GFI Advisory Board and held a point-counterpoint with Craig Rennie.

Committee Member, PhD student recruiting. (January 2010 - April 2010).  
Assisted the Department in recruiting PhD students.

### **Student Organization**

Guest Speaker, Delta Sigma Theta Sorority. (April 2010).  
Spoke to the Delta Sigma Theta members on Financial Security

Chi Omega Sorority. (March 2010).  
Participated in "Major Geeks" by attending the reception at Chi Omega.

## **University**

Committee Member, Brewing Certificate Committee. (June 2018 - Present).  
Represent Walton College in the plan to develop a Brewing Certificate.

Committee Member, University Course and Programs Committee. (November 2014 - June 2018).

Interviewed promising students for the fellowship scholarships, 2017 Honors College Fellowship Interviews & Research Funding Reviews. (March 2017 - December 2017).

Interviewed promising students for the fellowship scholarships, 2016 Honors College Fellowship Interviews & Research Funding Reviews. (March 2016 - December 2016).

Guest Speaker in Rob Wells Journalism Class. (October 2016).  
Spoke on overview of housing market and bank incentives/disincentives for discrimination.

Interviewer, Honors College. (March 2015).  
Interviewed potential undergraduates for Honors College Fellowship Scholarships.

Review study abroad applications Fall 2013, Honors College Study Abroad Program. (November 2013).  
I reviewed 6 honors student applications for funding to study abroad.

Review study abroad applications, Honors College Study Abroad Program. (January 2013).  
I reviewed 6 honors student applications for funding to study abroad.

Guest Speaker, Campaign for the Twenty-First Century. (August 2012 - October 2012).  
Gave a video testimonial of how the previous fundraising campaign impacted me and the Walton College. I followed this up with another video interview for the Walton College in October.

Honors College. (March 2012).  
Study Abroad Grant Application Reviewer.

## **Professional Service**

Interaction with Industry, Community Bank Stress Test Model. (February 2018 - March 2018).  
Updated stress test model for the year 2018.

Community Bank Stress Test Model. (January 2017 - December 2017).  
I updated my Community Bank Stress Test Model for 2017. I make the model available to all US community banks. An interview I did with the University Relations in 2016 was broadcast on the local NPR affiliate in early 2017.

Guest Speaker, Risk Management Association, Little Rock Chapter. (June 2017).  
Presented my research on a Bank Competition Index to bankers.

Arkansas Bankers Association. (April 2017).  
Attended the annual Arkansas Bankers Association Conference in Little Rock.

Attendee, Meeting, Arkansas Bankers Association. (March 2017).  
Attended the ABA Group 3 Meeting with one of my students where he was awarded the annual banking scholarship.

Attendee, Meeting, St. Louis Federal Reserve and CSBS. (February 2017).

Attended a meeting to discuss the 2017 National Survey of Community Banks and suggest enhancements.

FDIC Meeting on Interacting with Academia. (November 2016).

Attendee, Meeting, FDIC Roundtable on Developing Tomorrow's Community Bankers. (October 2016).

Interaction with Industry, St. Louis Federal Reserve Bank Examiner Institute. (October 2016).  
Attended the Bank Examiner Institute where several UARK students were invited to interview for bank examiner positions.

Guest Speaker, Ole Miss Banking Symposium. (September 2016).  
Spoke at a panel session on how to educate future bankers.

Interaction with Industry, Arkansas Bankers Association Annual Convention. (May 2016).

Interaction with Industry, Meeting with Bank of Fayetteville. (January 2016).  
Met with Bank of Fayetteville to discuss overview of banking market in NWA following Farmers & Merchant's Acquisition of the bank.

Guest Speaker, Arkansas Bankers Association. (October 2015).  
Guest speaker at the Arkansas Bankers Association Trust Training Meeting. Title was "Asset Bubbles and Fed Intervention."

Guest Speaker, CFA Society of Arkansas. (August 2015).  
Gave presentation to the CFA Society of Arkansas on Asset Bubbles and Fed Intervention.

Attendee, Meeting, Arkansas Bankers Association. (May 2015).  
Attended the Annual Bankers Convention in Little Rock.

Interaction with Industry, Conference of State Bank Supervisors. (March 2014).  
I was invited to assist on a national bank survey for the Conference of State Bank Supervisors and state bank regulators. We met at the Federal Reserve Bank of St. Louis on March 6 to set the objectives for the survey and begin create the questions. I participated in several revisions of the survey thereafter. The survey was given to state bankers across the nation, and the results were presented at the 2nd annual Community Banking Research and Policy Conference at the St. Louis Fed September 23-24. The survey results were also published in the volume titled Community Banking in the 21st Century: Opportunities, Challenges, and Perspectives.

Attendee, Meeting, James Bullard speech at CBER Regional Economic Forecast. (November 2013).  
Attended the CBER meeting with St Louis Fed President as guest speaker.

Attendee, Meeting, Arkansas Bankers Association Annual Convention, 2013. (May 2013).  
Attended the ABA Annual Convention in Little Rock, AR.

Conference Panel, Garrison Financial Institute. (April 2013).  
Participant in Panel Discussion – What Happens to Financial Markets when QE3 Ends?

Guest Speaker, CBER and Arvest Skyline breakfast. (February 2013).  
Spoke on condition of the banking sector at the Skyline breakfast.

Attendee, Meeting, Business Luncheon Forecast 2013. (January 2013).

Guest Speaker, Arkansas State Bank Department. (May 2012).  
Spoke on "Prospective Risks for Community Banks" to the Arkansas State Bank Examiners in Little Rock, AR on May 7, 2012.

Committee Chair, Northwest Arkansas Bankers Roundtable. (March 2012).  
Organized and hosted bankers at the NWA Bankers Roundtable on March 28.

Committee Chair, Northwest Arkansas Bankers Roundtable. (March 2011 - September 2011).  
Organized and hosted bankers at the NWA Bankers Roundtable on March 30 and September 28.

Guest Speaker, ABA Bank Management Seminar. (August 2011).  
Presented an Economic Update to the Arkansas Bankers Association Bank Management Seminar in Branson, MO.

Guest Speaker, CBER/Arvest Skyline Breakfast. (August 2011).  
Spoke on current economic and banking events at the Skyline Breakfast.

University Research Magazine Association. (May 2011).  
Hosted visitors from the University Research Magazine Association and discussed research over lunch.

Guest Speaker, Risk Management Association. (February 2011).  
Presented a banking and economic overview to the RMA group in Little Rock, AR.

Conference Panel, Federal Reserve Bank of St. Louis. (December 2010).  
Served on a panel and delivered a speech on the Dodd-Frank Bill at the Little Rock branch of the Federal Reserve Bank of St. Louis.

Local and national media. (January 2010 - December 2010).  
Regularly speak with media (local, state, and national) on various banking and economic topics.

Guest Speaker, CU at the TOP! (November 2010).  
Give a presentation to a credit union leadership training group, CU at the TOP!

Attendee, Meeting, St Louis Fed President James Bullard Speech. (August 2010).  
Attended a presentation by St Louis Fed President James Bullard on Monetary Policy and followed up with a dinner at Chancellor Gearhardt's home.

Guest Speaker, ABA Bank Management Seminar, 2010. (August 2010).  
Presented the Economic Outlook to state bankers at the Bank Management Seminar in Branson, MO.

Guest Speaker, NWA Debtor-Creditor Group. (August 2010).  
Spoke to the NWA Debtor-Creditor Group on the economic outlook.

Guest Speaker, Kansas University/Kansas City Fed Financial Policy Conference. (June 2010).  
Served as a guest speaker and panelist at the 2010 Financial Policy Conference hosted by Bob DeYoung at the University Kansas and by the Kansas City Fed. Spoke on the condition of community banks before and during the great recession.

Attendee, Meeting, Arkansas Bankers Association Annual Convention, 2010. (May 2010).  
Attended the ABA Annual Convention in Hot Springs, AR.

Guest Speaker, Arvest Bank and CBER Quarterly Breakfast. (March 2010).  
Spoke to a local audience at the Skyline Report Quarterly Breakfast sponsored by Arvest Bank.

## **Public Service**

Guest Speaker, Osher Lifelong Learning Institute, U of A. (April 2017).  
Gave guest lecture on the subprime housing boom and bust.

Spoke with journalists on bank issues., Various reporter interviews. (January 2013 - December 2013).



During the year, I spoke with a number of reporters from the state and nation on bank issues. I was quoted in the press on several occasions.

Guest Speaker, Fayetteville High School. (March 2013 - May 2013).

Spoke to Amber Pinter's Government class at FHS on March 11 and May 1, 2013 on personal financial management.

Spoke with journalists on bank issues., Various reporter interviews. (January 2012 - December 2012).

During the year, I spoke with a number of reporters from the state and nation on bank issues. I was quoted in the press on several occasions.

Interaction with Industry, Northwest Arkansas Council. (May 2012).

Participated in a meeting to inform a firm potentially moving to NWA about the finance program at UofA.