

# June 2025 Academic & Student Affairs Committee








**Schedule**









Wednesday, June 4, 2025 8:30 AM — 9:00 AM CDT

**Organizer**

Colton Cockrum

## Agenda

1. Call to Order and Opening Remarks Presented by Jeffrey Marchetta	1
2. Roll Call and Declaration of Quorum For Approval	2
3. Approval of Academic and Student Affairs Committee Meeting Minutes from March 5, 2025 For Approval - Presented by Jeffrey Marchetta	3
 Meeting Minutes ASA March 5 2025.docx	4
4. Tenure Upon Appointment For Approval - Presented by David Russomanno	6
 Agenda Item - Tenure Upon Appointment Dr. Tom Stafford, Chair of Management Information Systems (approval).docx	7
 Agenda Item - Tenure Upon Appointment Dr. Yajiong (Lucky) Xue, Professor MIS (approval).docx	8
 Agenda Item - Tenure Upon Appointment Professor John Newman, Professor and Herff Chair of Excellence School of Law (approval).docx	9
 Newman, John-Herff Chair of Excellence in Law.pdf	10
 Stafford, Tom MIS Chair (approval).pdf	31
 Xue, Yajiong-MIS June 2025.pdf	64

5. Tenure and Promotion of Faculty	83
For Approval - Presented by David Russomanno	
 Agenda Item -Tenure and Tenure and Promotion of Faculty (approval).docx	84
 Tenure and Tenure and Promotion of Faculty List (approval).pdf	85
<hr/>	
6. Promotion of Faculty	86
Report - Presented by David Russomanno	
 Agenda Item - Promotion of Faculty (Informational).docx	87
 Promotion of Faculty List -(informational).pdf	88
<hr/>	
7. Bachelor of Applied Science Approval	89
For Approval - Presented by David Russomanno and Russ Deaton	
 Bachelor Of Applied Science presentation.pdf	90
 Agenda Item -Bachelor of Applied Science degree (approval).docx	96
 Bachelor of Applied Science Program Proposal.pdf	97
 THEC Financial Projection Form for BAS.pdf	124
<hr/>	
8. Additional Business	128
Presented by Jeffrey Marchetta	
<hr/>	
9. Adjournment	129
Presented by Jeffrey Marchetta	
<hr/>	

# 1. Call to Order and Opening Remarks

Presented by Jeffrey Marchetta



## 2. Roll Call and Declaration of Quorum

For Approval



### **3. Approval of Academic and Student Affairs Committee Meeting Minutes from March 5, 2025**

For Approval

Presented by Jeffrey Marchetta

**University of Memphis Board of Trustees  
Academic and Student Affairs Committee Meeting  
March 5, 2025**

**Meeting Minutes**

**Agenda Item 1: Call to Order and Opening Remarks**

Trustee Marchetta called the meeting to order and welcomed everyone to the Academic & Student Affairs Committee meeting minute

**Agenda Item 2: Roll Call and Declaration of Quorum**

Trustee Marchetta requested a roll call. Secretary Cockrum called the roll. Trustees Marchetta, Johnson, McKinney, and Khokhar were in attendance in-person. Trustee Roberts was in attendance virtually. She stated she was alone and could hear. Several trustees who were not on the committee were also in attendance and Secretary Cockrum recognized those trustees. Those trustees included Trustees Edwards, Carter, and Springfield. Trustee North joined virtually, and he stated that he was alone and could hear. Secretary Cockrum declared a quorum.

**Agenda Item 3: Approval of Academic & Student Affairs Committee Meeting Minutes from December 4, 2024**

Trustee Marchetta called for a motion and a second to approve the meeting minutes from December 4, 2024. Trustee McKinney provided the motion and a second was provided by Trustee Johnson. There was no discussion on the meeting minutes. Secretary Cockrum called a roll call vote, and the meeting minutes were approved.

**Agenda Item 4: Approval of Institutional Mission Profile**

Trustee Marchetta recognized David Russomanno, Executive Vice President for Academic Affairs and Provost. Provost Russomanno explained that a minor update was made for the institutional mission profile and asked for the Board to approve. Trustee Marchetta called for a motion and a second to approve the institutional mission profile. A motion was made by Trustee Johnson and seconded by Trustee Roberts. There was no discussion on the matter. Secretary Cockrum called a roll call vote and the motion carried.

**Agenda Item 5: Program Terminations**

Trustee Marchetta recognized David Russomanno, Executive Vice President for Academic Affairs and Provost. Provost Russomanno explained that this item was for information only and this agenda item originates in the academic units. Provost Russomanno provided the committee with a list of certificates and concentrations that were recently terminated and emphasized that these decisions originated at the department and unit level.



### **Agenda Item 6: The Polytechnic at UofM**

Trustee Marchetta introduced the agenda item of The Polytechnic at UofM and turned the floor over to Provost Russomanno. Provost Russomanno emphasized that The Polytechnic at UofM is an informational only item. He then explained the history of the term “polytechnic” and how the institution was defining this term. Provost Russomanno provided an organizational structure that showed a new Department of Applied Technology that included some programs that were formerly in the College of Professional and Liberal Studies. He explained that The Polytechnic was a sub-unit in the College of Engineering. Provost Russomanno’s comments about The Polytechnic covered how this sub-unit would be workforce-focused and have curricular innovation for increased access. Finally, Provost Russomanno provided a list of programs that would be in The Polytechnic and provided a list of possible future programs and one future degree.

Trustee North added his personal support for the program and applauded the university for recognizing the diverse needs of the world and its students. Trustee Johnson explained that one issue when Ford Blue Oval moved to the state was that there was discussion whether the State could provide these types of programs associated with The Polytechnic. Trustee Marchetta commented that The Polytechnic fills an important gap within industry. Trustee Marchetta asked what types of cost changes or efficiency gains involved with the reorganization. Provost Russomanno mentioned that initial costs would come from reallocation of resources.

Trustee Edwards commented that he thinks that The Polytechnic approach could be a good fit with dual enrollment and Provost Russomanno confirmed the fit.

### **Agenda Item 7: Additional Business**

Trustee Marchetta asked for additional business and there was none.

### **Agenda Item 8: Adjournment**

Trustee Marchetta called for a motion and second for adjournment. A motion and second was properly made and the meeting was adjourned.



## 4. Tenure Upon Appointment

For Approval

Presented by David Russomanno

# **The University of Memphis Board of Trustees**

## **Recommendation for Approval**

**Date:** June 4, 2025

**Committee:** Academic and Student Affairs

**Presentation:** Tenure Upon Appointment for Dr. John Stafford, Chair, Department of Management Information Systems, Fogelman College of Business and Economics  
(Recommendation for Approval)

**Presented by:** Dr. David Russomanno, Executive Vice President for Academic Affairs and Provost

### **Background:**

Dr. Thomas Stafford is a senior scholar in the field of Management Information Systems and has an extensive record of leadership in research, teaching, and editorial service. He holds dual PhDs in Management Information Systems and Marketing and previously served as a tenured professor at the University of Memphis before being appointed to the J.E. Barnes Eminent Scholar Chair at Louisiana Tech University. Dr. Stafford has published over 27 journal articles since achieving the rank of full professor, with most appearing in A+ and A-rated journals. His editorial leadership includes terms as Editor-in-Chief for both Decision Sciences Journal and ACM Data Base for Advances in Information Systems, and he has played leading roles in major disciplinary conferences, including serving as co-chair for the 2025 International Conference on Information Systems.

Given his prior tenure at the University of Memphis and his continued scholarly productivity, Dr. Stafford is exceptionally well-qualified for tenure upon reappointment. He exceeds the research, service, and leadership standards required for full professor status and brings with him significant institutional knowledge and national stature.

The unanimous support of the department, college, and dean underscores his fitness for tenure, and his return will immediately strengthen both the academic reputation and administrative leadership of the MIS department.

### **Recommendation:**

The Academic and Student Affairs Committee recommends approval of tenure upon appointment for Dr. Stafford at the rank of Professor and Chair in the Fogelman College of Business and Economics, Department of MIS.

## **The University of Memphis Board of Trustees**

### **Recommendation for Approval**

**Date:** June 4, 2025

**Committee:** Academic and Student Affairs

**Presentation:** Tenure Upon Appointment for Dr. Dr. Yajiong Xue, Professor, Department of Management Information Systems, Fogelman College of Business and Economics (Recommendation for Approval)

**Presented by:** Dr. David Russomanno, Executive Vice President for Academic Affairs and Provost

#### **Background:**

Dr. Yajiong Xue is a distinguished scholar in healthcare information systems and brings a decade of experience as a full professor. Currently the Robert Dillard Teer Distinguished Professor at East Carolina University, she also directs the Center for Healthcare Management Systems. Since earning the rank of professor in 2014, Dr. Xue has maintained a robust research portfolio, publishing 44 peer-reviewed articles, including 10 in A+ ranked journals. She has successfully secured over \$4 million in research funding and has held multiple editorial and leadership roles in the Association of Information Systems. Her mentorship of junior faculty and doctoral students adds further value to the department.

Dr. Xue meets and exceeds the criteria for tenure as a full professor in the Department of Management Information Systems. Her research productivity, funding success, and alignment with departmental priorities, especially her expertise in healthcare systems, make her an ideal strategic hire. Her record demonstrates scholarly excellence, collegial engagement, and leadership that warrant tenure upon appointment.

The recommendation of the department, college, and dean affirms the strength of her candidacy and her ability to contribute meaningfully to the academic mission.

#### **Recommendation:**

The Academic and Student Affairs Committee recommends approval of tenure upon appointment for Dr. Xue at the rank of Professor in the Department of Management Information Systems, Fogelman College of Business and Economics.

## **The University of Memphis Board of Trustees**

### **Recommendation for Approval**

**Date:** June 4, 2025

**Committee:** Academic and Student Affairs

**Presentation:** Tenure Upon Appointment for Professor John Newman, Herff Chair of Excellence (Recommendation for Approval)

**Presented by:** Dr. David Russomanno, Executive Vice President for Academic Affairs and Provost

#### **Background:**

Professor John Newman is a nationally recognized expert in antitrust and competition law, with particular emphasis on digital markets and the economics of platform regulation. His distinguished career includes service as Deputy Director of the Federal Trade Commission Bureau of Competition and as a trial attorney for the U.S. Department of Justice Antitrust Division. Currently a Professor of Law at the University of Miami, Dr. Newman has published extensively in top-tier law reviews, including Stanford Law Review, University of Pennsylvania Law Review, and Texas Law Review. He has also contributed influential commentary to national media and public policy discussions, including testimony before the U.S. Senate and invited lectures worldwide. His scholarship and public engagement have placed him among the most prominent voices in contemporary antitrust scholarship.

Professor Newman's scholarly impact, public service, and national visibility fully align with the expectations of the Herff Chair of Excellence in Law, a position intended to elevate the law school's regional and national reputation. His academic credentials, coupled with his national leadership in competition law and his ability to attract attention to institutional excellence, strongly justify granting tenure upon appointment.

Professor Newman received unanimous support from the Law School's Promotion and Tenure Committee to be appointed as a professor of law.

#### **Recommendation:**

The Academic and Student Affairs Committee recommends approval of tenure upon appointment for Professor Newman as Professor of Law and Herff Chair of Excellence, School of Law.

# TIMELINE ADJUSTMENT FOR PROMOTION AND/OR TENURE

(formerly known as "Tenure Reduction Form")

## FACULTY INFORMATION

NAME: John M. Newman U-NUMBER: U00564188  
FIRST MIDDLE LAST U00123456

COLLEGE/SCHOOL: Cecil C. Humphreys School of Law

DEPARTMENT: \_\_\_\_\_

PLEASE CHECK ONE (1):

- ☒ **TENURE UPON APPOINTMENT\*\***
- ☐ **PROMOTION TIMELINE** TIMELINE REDUCTION \_\_\_\_\_ YEAR(S)
- ☐ **TENURE TIMELINE \*** TIMELINE REDUCTION \_\_\_\_\_ YEAR(S)
- ☐ **TENURE & PROMOTION TIMELINE \*** TIMELINE REDUCTION \_\_\_\_\_ YEAR(S)

\* WILL THIS REDUCTION RESULT IN A CHANGE IN THE INDIVIDUAL'S MID-TENURE REVIEW TIMING? ☐ YES ☒ NO

IF YES, INDICATE THE ADJUSTED MID-TENURE YEAR: \_\_\_\_\_  
(YEAR ONLY – 20XX)

## JUSTIFICATION REQUIRED

PLEASE SUBMIT YOUR CV AND JUSTIFICATION, ALONG WITH THIS FORM TO [PROVOST@MEMPHIS.EDU](mailto:PROVOST@MEMPHIS.EDU).

\*\*Please reference Section 4.9.3A in the Faculty Handbook regarding procedures for Tenure Upon Appointment.

Tenure Upon Appointment requires review from department/college T&P committee with written acknowledgment and agreement of proposed rank.

## RECOMMEND APPROVAL

RECOMMENDED

CHAIR SIGNATURE \_\_\_\_\_ DATE (MM/DD/YYYY) \_\_\_\_\_  
DEAN SIGNATURE \_\_\_\_\_ DATE (MM/DD/YYYY) \_\_\_\_\_

☐ YES  
☒ YES

## APPROVAL

APPROVED

PROVOST SIGNATURE \_\_\_\_\_ DATE (MM/DD/YYYY) \_\_\_\_\_

☒ YES

THIS ADJUSTED TENURE AND/OR PROMOTION APPLICATION SUBMISSION WILL BE FALL:

\* TO BE COMPLETED BY PROVOST

(YEAR – 20XX) \_\_\_\_\_

Professor John Newman is an expert on antitrust and competition law, with a primary focus on the economics and regulation of digital markets. According to the document establishing the Chair and its funding, only legal scholars of "national eminence" should be considered, and the job posting makes it clear that the Chair is to "enhance the law school's regional and national reputation." Professor Newman is already nationally recognized as one of the preeminent scholars in his field, and I am confident that his leadership will enhance our school's standing.

He has served as deputy director of the Federal Trade Commission Bureau of Competition and as a trial attorney with the U.S. Department of Justice Antitrust Division. Professor Newman currently sits on the advisory boards for the American Antitrust Institute and the Institute for Consumer Antitrust Studies, is an assistant editor of the Antitrust Law Journal, and was a fellow with the Thurman Arnold Project at Yale.

Professor Newman's scholarly articles have appeared or are forthcoming in the Stanford Law Review, Texas Law Review, University of Pennsylvania Law Review, Washington University Law Review, Vanderbilt Law Review, George Washington Law Review, and other leading academic journals. His commentary on antitrust enforcement has been featured by a variety of popular media outlets, including CBS News, PBS NewsHour, CNBC, the New York Times, The Atlantic, the Wall Street Journal, the Sunday Times of London, NPR, Bloomberg, Politico, and more. Professor Newman has been invited to testify before the U.S. Senate Subcommittee on Competition Policy, Antitrust, and Consumer Rights; to submit commentary to the U.S. House Subcommittee on Antitrust, Commercial and Administrative Law; to speak before the Federal Trade Commission; to brief U.S. Senate policy staff, and to deliver lectures at leading academic institutions and conferences within the United States and abroad.

He graduated from University of Iowa College of Law with a J.D. with the highest honors in 2011 and from Iowa State University of Science & Technology with a B.A. in 2007.

The School of Law's Promotion and Tenure committee reviewed Professor Newman's credentials and unanimously recommended tenure as Professor of Law upon appointment.

The School of Law's Tenure and Promotion Committee voted and recommends John Newman be appointed at the rank of Professor and Herff Chair of Excellence with tenure upon hire.

From Jim Strickland, Dean, Law School





# PROMOTION AND/OR TENURE RECOMMENDATION FORM

(FORMERLY KNOWN AS "T&P RECOMMENDATION SIGNATURE FORM")

## FACULTY INFORMATION

NAME: John M. Newman U-NUMBER: U00123456  
FIRST MIDDLE LAST

COLLEGE/SCHOOL: Cecil C. Humphreys School of Law

DEPARTMENT:

INDIVIDUAL APPLYING FOR:

☐ PROMOTION

☒ TENURE

☐ TENURE & PROMOTION

EFFECTIVE: Fall 2025

## DEPARTMENT PROMOTION AND/OR TENURE COMMITTEE

RECOMMENDATION: ☐ POSITIVE ☐ NEGATIVE VOTE BREAKDOWN: ☐ POSITIVE ☐ NEGATIVE ☐ ABSTAIN ☐ ABSENT

DEPARTMENT COMMITTEE CHAIR SIGNATURE

DATE

## DEPARTMENT CHAIR RECOMMENDATION

RECOMMENDATION: ☐ POSITIVE ☐ NEGATIVE

DEPARTMENT CHAIR SIGNATURE

DATE

## COLLEGE PROMOTION AND/OR TENURE COMMITTEE

RECOMMENDATION: ☒ POSITIVE ☐ NEGATIVE VOTE BREAKDOWN: 6 POSITIVE 0 NEGATIVE 0 ABSTAIN 5 ABSENT

COLLEGE COMMITTEE CHAIR SIGNATURE

4/21/25

DATE

## COLLEGE DEAN RECOMMENDATION

RECOMMENDATION: ☐ POSITIVE ☐ NEGATIVE

COLLEGE DEAN SIGNATURE

DATE



# PROMOTION AND/OR TENURE RECOMMENDATION FORM

(FORMERLY KNOWN AS "T&P RECOMMENDATION SIGNATURE FORM")

## FACULTY INFORMATION

NAME: John M. Newman U-NUMBER: U00123456  
FIRST MIDDLE LAST

COLLEGE/SCHOOL: Cecil C. Humphreys School of Law

DEPARTMENT:

INDIVIDUAL APPLYING FOR:

☒ PROMOTION ☐ TENURE ☐ TENURE & PROMOTION

EFFECTIVE: Fall 2025

## DEPARTMENT PROMOTION AND/OR TENURE COMMITTEE

RECOMMENDATION: ☐ POSITIVE ☐ NEGATIVE VOTE BREAKDOWN: \_\_\_ POSITIVE \_\_\_ NEGATIVE \_\_\_ ABSTAIN \_\_\_ ABSENT

DEPARTMENT COMMITTEE CHAIR SIGNATURE

DATE

## DEPARTMENT CHAIR RECOMMENDATION

RECOMMENDATION: ☐ POSITIVE ☐ NEGATIVE

DEPARTMENT CHAIR SIGNATURE

DATE

## COLLEGE PROMOTION AND/OR TENURE COMMITTEE

RECOMMENDATION: ☒ POSITIVE ☐ NEGATIVE VOTE BREAKDOWN: 3 POSITIVE 0 NEGATIVE 0 ABSTAIN 3 ABSENT

COLLEGE COMMITTEE CHAIR SIGNATURE

4/21/25

DATE

## COLLEGE DEAN RECOMMENDATION

RECOMMENDATION: ☐ POSITIVE ☐ NEGATIVE

COLLEGE DEAN SIGNATURE

DATE

**JOHN M. NEWMAN**  
1311 Miller Dr., G284  
Coral Gables, FL 33146  
641.425.8289 • 305.284.4264  
johnnewman@law.miami.edu

## **FACULTY APPOINTMENTS**

---

### **University of Miami School of Law**

*Professor of Law*

2021, 2023–present

*Associate Professor*

2019–21

### **University of Tokyo Law School**

*Lecturer*

Summer 2024

### **University of Memphis Cecil C. Humphreys School of Law**

*Assistant Professor*

2015–19

*Visiting Assistant Professor*

2014–15

### **Courses**

Antitrust, Contracts, Contracts II, Mergers & Acquisitions, Conflict of Laws

### **Honors & Awards**

Professor of the Year, Academic Society for Competition Law Best Junior Paper Award,  
SBA Annual Faculty Speaker, Farris Bobango Faculty Scholarship Award, SEALS  
Annual Conference Call-for-Papers Award

## **GOVERNMENT APPOINTMENTS**

---

### **Federal Trade Commission**

*Deputy Director, Bureau of Competition*

2021–23

### **U.S. Department of Justice, Antitrust Division**

*Trial Attorney*

2011–14

## **ACADEMIC AND NON-PROFIT AFFILIATIONS**

---

### **Antitrust Law Journal**

*Assistant Editor*

2024–present

### **American Antitrust Institute**

*Advisory Board Member*

2018–21, 2024–present

### **Institute for Consumer Antitrust Studies**

*Advisory Board Member*

2020–21, 2023–present

## PUBLICATIONS

---

Brief of *Amici Curiae* Professors of Law and Economics and the American Antitrust Institute in Support of Appellee, *Epic Games, Inc. v. Google LLC* (9th Cir. 2025) (lead drafter).

*The Forgotten Anti-Monopoly Law: The Second Half of Clayton Act § 7*, 103 TEX. L. REV. (forthcoming 2025) (with Robert H. Lande & FTC Commissioner Rebecca Kelley Slaughter).

*The Output–Welfare Fallacy: A Modern Antitrust Paradox*, 107 IOWA L. REV. 563 (2022).

*Racist Antitrust, Antiracist Antitrust*, 66 ANTITRUST BULLETIN 384 (2021).

*Reactionary Antitrust*, in HERBERT HOVENKAMP: THE DEAN OF AMERICAN ANTITRUST LAW LIBER AMERICORUM (Nicolas Charbit & Sébastien Gachot eds., 2021).

*Antitrust in Attention Markets: Objections and Responses*, 59 SANTA CLARA L. REV. 743 (2020) (invited symposium contribution).

*Expanding the Merger Narrative: A Response to Sokol*, 70 FLA. L. REV. F. 179 (2020).

*Antitrust in Digital Markets*, 72 VAND. L. REV. 1497 (2019).

*Procompetitive Justifications in Antitrust Law*, 94 IND. L.J. 501 (2019).

*Silicon Valley Rhetoric: Three Myths Debunked*, ANTITRUST CHRONICLE, at 26 (May 2018).

*The Myth of Free*, 86 GEO. WASH. L. REV. 513 (2018).

*Complex Antitrust Harm in Platform Markets*, ANTITRUST CHRONICLE, at 52 (May 2017).

Essay, *The Antitrust Jurisprudence of Neil Gorsuch*, 45 FLA. ST. U. L. REV. 225 (2017).

*Antitrust in Zero-Price Markets: Applications*, 94 WASH. U. L. REV. 49 (2016).

*Antitrust in Zero-Price Markets: Foundations*, 164 U. PA. L. REV. 149 (2015).

*Copyright Freeeconomics*, 66 VAND. L. REV. 1409 (2013).

*Personal Jurisdiction and Choice of Law in the Cloud*, 73 MD. L. REV. 313 (2013) (with Damon C. Andrews).

*Anticompetitive Product Design in the New Economy*, 39 FLA. ST. U. L. REV. 681 (2012).

Note, *Raising the Bar and the Public Interest: On Prior Restraints, “Traditional Contours,” and Constitutionalizing Preliminary Injunctions in Copyright Law*, 10 VA. SPORTS & ENT. L.J. 323 (2011).

Note, *Holden Caulfield Grows Up: Salinger v. Colting, the Promotion-of-Progress Requirement, and Market Failure in a Derivative-Works Regime*, 96 IOWA L. REV. 737 (2011).

## Op-Eds and Blog Posts

*Taking Stock of the New Anti-Monopoly Movement*, LAW & POLITICAL ECONOMY BLOG, Feb. 5, 2024.

*The FTC Just Blocked Four Mergers in a Month. Here’s How Its Latest Win Fits Into the Broader Campaign to Revive Antitrust*, THE SLING, Jan. 15, 2024.

*Seven Reactions to Biden’s Executive Order on Artificial Intelligence*, LAW & POLITICAL ECONOMY BLOG, Dec. 4, 2023 (contributor).

*Generative AI Raises Competition Concerns*, FTC TECHNOLOGY BLOG, June 29, 2023 (with FTC colleagues).

*Contract Terms That Impede Competition Investigations*, FTC COMPETITION MATTERS, June 16, 2023 (with FTC colleague).

*In FTC v. Facebook, FTC Lost the First Round, But Could Win the Fight*, PROMARKET, July 20, 2021.

*Morale at the DOJ’s Antitrust Division Has Plummeted. Here’s How to Fix It*, PROMARKET, Mar. 17, 2021.

*Today’s Antitrust Regulators Should Rein in the Tech Giants*, THE ATLANTIC, Jan. 30, 2021 (with Rebecca Haw Allensworth).

*Cooperation, Competition, and COVID-19*, TRUTH ON THE MKT., Apr. 15, 2020.

*The U.S. Forgot What Antitrust Is For*, THE ATLANTIC, Sept. 11, 2019.

*Monopoly Money: The Hotel Industry Doesn’t Want You to See the Competition’s Prices Online*, USA TODAY, Apr. 17, 2019.

*What Democratic Contenders Are Missing in the Race to Revive Antitrust*, THE ATLANTIC, Apr. 1, 2019.

*Why Iowans Should Care About Antitrust Enforcement*, DES MOINES REGISTER, June 11, 2018.

*Will President Trump Take a Jobs-First Approach to Bayer–Monsanto Deal?*, CLEVELAND PLAIN DEALER, Feb. 5, 2017.

*US Antitrust Regulators May Be Giving Free Apps a Free Pass*, THE CONVERSATION, Aug. 30, 2016.

*Why Amazon’s Work Practices Matter*, CLEVELAND PLAIN DEALER, Aug. 23, 2015.

*Fairer Ways to Stop the Lawyer Brain Drain*, DES MOINES REGISTER, Aug. 26, 2014.

## Working Papers

“Antitrust in Attention Markets: Definition, Power, Harm,” [https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=3745839](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3745839).

“Regulating Attention Markets,” [https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=3423487](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3423487).

## SELECTED LECTURES, PRESENTATIONS, AND COMMENTARY

---

Global Competition Review Live, Law Leaders Global 2025, Panel on “Trend Towards Consolidation and Serial Acquisitions: When Are Many Acquisitions Too Many?” (Jan. 31, 2025).

O’Melveny & Myers, Fireside Chat with Antitrust Group (Jan. 29, 2025).

U.S. Senate Judiciary Committee, Subcommittee on Competition Policy, Antitrust, and Consumer Rights, Hearings to Examine a Bipartisan Path Forward for Antitrust Enforcement and Reform (Dec. 17, 2024) (live testimony).

University College London & FGB Direito Rio, Algorithmic Dreams Meet Competition Law and Regulation, “Algorithmic Collusion: State of the Art” (Nov. 23, 2024).

Third BRICS + Digital Competition Forum, Panel on “Concentration of Economic Power in the Era of AI” (Nov. 22, 2024).

American Bar Association, 2024 Antitrust Fall Forum, “Hot Topics in the Next Administration” (Nov. 14, 2024).

Keystone, The DMA and the Media Sector: Building Bridges (Oct. 9, 2024).

The Capitol Forum, Antitrust Trial of the Century: Google AdTech and Possible Remedy Options, “A History of Law and Business Related to Breakups” (Sept. 5, 2024).

University of Tokyo, 68th Annual Comparative Law and Politics Symposium, “The New Anti-Monopoly Movement: A Progress Report” (Aug. 2, 2024).

California Law Review Commission, Invited Expert Comments on Mergers and Technology Platforms (June 20, 2024).

American Bar Association, Section on Antitrust Law, “*United States v. Apple*: Reactions and Analysis” (May 29, 2024).

Loyola University Chicago School of Law, Institute for Consumer Antitrust Studies, 24th Annual Antitrust Colloquium (commentator) (Apr. 26, 2024).

Emory Corporate Governance & Accountability Review, Keynote Address, “The New Antitrust Revolution: How Far Have We Come, and How Far Will We Go?” (Apr. 3, 2024).

The Capitol Forum, “Conference Call with John Newman” (Mar. 12, 2024).

The Capitol Forum & Cristina Caffarra, Antitrust, Regulation, and the Next World Order, “Antitrust as Agent for Change” (Jan. 31, 2024).

Miami Law Class Action & Complex Litigation Forum, “Antitrust Class Action Trends” (Jan. 26, 2024).

University College of London, Jevons Institute Colloquium (roundtable) (Nov. 28, 2023).

Utah Project on Antitrust & Consumer Protection, “The New Merger Guidelines: Controlling Case Law and New Economics” (multiple panels) (Oct. 27, 2023).

California Lawyers Ass’n, Golden State Antitrust and Unfair Competition Law Institute, Panel on “The Implications of Artificial Intelligence and Competition Law” (Oct. 26, 2023).

Kyoto University, “Proactive Competition Enforcement for 21<sup>st</sup> Century Problems” (Oct. 18, 2023).

Foro de Cooperación Económica de Asia Pacífico, Virtual Series on Policies and Tools for Improving Digital Economy and Competition in Digital Markets (Aug. 30, 2023).

Keystone, Antitrust, Regulation & the Political Economy, Panel on “Expanding the Antitrust Agenda: Do We Need New Law, or Just New Posture?” (March 3, 2023).

NYU School of Law & Hausfeld, Antitrust and 21st Century Bigness: Dealing with Tech Platforms in a Globalized World, Panel on “Are Big Tech Acquisitions Different?” (Feb. 23, 2023).

Global Competition Review Live, Law Leaders Global, Panel on “Is Big Bad?” (Feb. 2, 2023).

AALS Annual Meeting, Section on Antitrust and Economic Regulation, Panel on “New Threats to Antitrust Enforcement” (Jan. 7, 2023).

European Commission, Digital Mergers Workshop, Panel on Digital Merger Enforcement (Dec. 13, 2022).

Temple Law Review, Symposium on the Sovereign Identity Crisis: State, Self, and Collective in a Digital Age, Panel on “Sovereignty, Communities, and Collectives” (Nov. 17, 2022).

Centre for Economic Policy Research, A “Global Whack-a-Mole Monopolization Machine?” Ecosystem Theories in Digital Platform Mergers (Oct. 25, 2022).

Athena Competition Law & Policy Forum, Global Regulation of Digital Ecosystems: Ex Ante vs. Ex Post Approaches, “Beyond *Ex Ante* vs. *Ex Post*: Regulatory Synthesis” (June 29, 2022).

OECD, Competition Committee, Market Power in the Digital Economy and Competition Policy, “Digital Market Power” (June 22, 2022).

University of California (Irvine) School of Law, Antitrust & Race Conference, “Antiracist Antitrust, Racist Antitrust” (May 20, 2022).

London School of Economics Law School, “Into the Future of Competition Law and Regulation” (May 12, 2022).

American Bar Association, Antitrust Spring Meeting, “High-Tech Enforcement Update” (Apr. 6, 2022).

International Competition Network, Merger Workshop, Panel Discussion, “Digitization of the Economy from the Antitrust Perspective” (Mar. 31, 2022).

University of Memphis Cecil C. Humphreys School of Law, Annual Law Review Symposium, “Antitrust in the (New) New Economy” (Mar. 4, 2022).

University of California (Irvine) School of Law, Antitrust Roundtable, “The Output–Welfare Fallacy: A Modern Antitrust Paradox” (Oct. 29, 2021).

American Bar Association, Section on Antitrust, Panel Discussion, “The Notorious B.I.G. Tech Platforms” (Oct. 6, 2021).

University of Tokyo, Summer Course on Antitrust: Introduction, Agreements, and Issues Involving Big Tech (July 29, 2021).

Kyoto University, “Paying Attention: The Competition Law & Economics of Attention Markets” (July 15, 2021).

Academic Society for Competition Law Fifteenth Annual Conference, “The Output–Welfare Fallacy” (July 1, 2021).

Ethics & Public Policy Forum, Big Tech Symposium, “Antitrust Law and Big Tech” (June 29, 2021).

Yale Law School, Law & Political Economy Project, Anti-Monopoly and Regulated Industries Academy, Panel Discussion (June 22, 2021).

Brooklyn Law School, Antitrust & Big Tech Panel Discussion (Feb. 25, 2021).

Vanderbilt University Law School, Antitrust Law for Big Tech (Feb. 19, 2021).

University of Kentucky Rosenberg College of Law, Inframarginalism & Internet Conference, “Regulating Attention Markets” (Feb. 19, 2021).

Brazilian Institute for Competition and Innovation, 3rd International Conference on Competition and Innovation, “Antitrust in Attention Markets” (Dec. 10, 2020).



Yale Law School, Information Society Project & Thurman Arnold Project, Big Tech and Antitrust Conference, “Antitrust in Attention Markets” (Oct. 4, 2020).

Yale Law School, Information Society Project & Thurman Arnold Project, Speaker Series, “The Output–Welfare Fallacy” (Sept. 12, 2020).

Competition Policy International, Antitrust Policy Roundtable (July 17, 2020).

American Bar Association, Antitrust Law Section, Spring Meeting, “Free Lunch?!? Antitrust Economics in Zero-Price Markets” (June 4, 2020).

U.S. House of Representatives, Subcommittee on Antitrust, Commercial, and Administrative Law, Solicited Comments Regarding Competition in Digital Markets (Apr. 1, 2020) (cited in final Subcommittee majority report).

University of California (Berkeley) School of Law, Annual Consumer Law Scholars Conference, “Antitrust in Attention Markets” (Mar. 5, 2020).

New York University School of Law & Hausfeld LLP, Conference on Antitrust and 21st Century Bigness (Feb. 28, 2020).

University of Pennsylvania School of Law, Journal of Business Law Antitrust Symposium, “The Output–Welfare Fallacy” (Feb. 8, 2020).

New York University School of Law & ABA, Next Generation of Antitrust, Data Privacy and Data Protection Scholars Conference, “Antitrust in Attention Markets” (Jan. 31, 2020).

Universidade Federal do Rio de Janeiro & CRESSE, II Rio International Workshop on Advances in Competition Policy Analysis, “The Output–Welfare Fallacy” (Dec. 6, 2019).

American Antitrust Institute, 13th Annual Private Antitrust Enforcement Conference, “Can Private Litigation Address Digital Dominance?” (Nov. 12, 2019) (moderator).

University of California (Irvine) School of Law, Antitrust Roundtable, “Antitrust in Attention Markets” (Nov. 8, 2019).

European University Institute, Florence Competition Programme, Conference on Hipster Antitrust, “*Microsoft*: New Lessons from an Old Case” (Oct. 25, 2019).

University of Pennsylvania Law Review, Symposium on The Post-Chicago Antitrust Revolution, “How Should We (Re)Design Antitrust Law?” (Oct. 12, 2019).

University of Melbourne Law School, Digital Citizens Conference, “Attention Scarcity, Technology, and the Law” (July 24, 2019).

L’Université d’Aix-Marseille, Academic Society for Competition Law Fourteenth Annual Conference, “Attention and the Law” (June 27, 2019).

American Bar Association, Section of Antitrust Law, “Zero-Price: The Antitrust Economics of Free” (Apr. 23, 2019).

Peking University & University College London, Beijing Conference on Competition, Governance and Regulation of the Internet Economy, “Data Mergers” (Apr. 17, 2019).

High Tech Law Institute & Institute for Information Law and Policy, Internet Law Works-in-Progress Conference, “Attention and the Law” (Mar. 2, 2019).

Santa Clara University School of Law, Symposium on Antitrust and Silicon Valley, “Antitrust in Attention Markets: Objections and Responses” (Mar. 1, 2019).

AALS Annual Meeting, Antitrust and Economic Regulation Section Program, “Antitrust and Two-Sided Markets” (Jan. 5, 2019).

University of California (Irvine) School of Law, Antitrust Roundtable, “Analyzing Procompetitive Justifications” (Nov. 16, 2018).

U.S. Federal Trade Commission, Hearings on Competition and Consumer Protection in the 21st Century, “Antitrust in Attention Markets” (Oct. 17, 2018).

New York University School of Law, ASCOLA, & Institute for Consumer Antitrust Studies, 13th Annual Conference, “Are Digital Markets Different?” (June 22, 2018) (paper received ASCOLA Best Junior Paper Award).

George Mason University Law School, 3rd Annual Digital Information Policy Scholars Conference, “Are Digital Markets Different?” (Apr. 27, 2018).

Loyola University (Chicago) School of Law, 18th Annual Antitrust Colloquium, “Procompetitive Justifications in Antitrust Law” (Apr. 20, 2018).

University of California (Irvine) School of Law, “Are Digital Markets Different?” (Apr. 13, 2018).

American Antitrust Institute, Digital Platforms Roundtable, “Defining Digital Platform Markets” (Washington, DC) (Mar. 22, 2018).

New York University School of Law & ABA, Next Generation of Antitrust Scholars Conference, “Procompetitive Justifications” (Jan. 26, 2018).

TED<sup>x</sup> Talk, “Free: The World’s Most Dangerous Price” (Jan. 6, 2018).

The Capitol Forum & CQ, 4th Annual Tech, Media, and Telecom Competition Conference, “Are Tech Mergers Different?” (Dec. 13, 2017).

Midwestern Law & Economics Association Annual Meeting, “Procompetitive Justifications” (Oct. 21, 2017).

SEALS Annual Conference Call-for-Papers Winners Luncheon, “The Myth of Free” (Aug. 1, 2017) (paper received SEALS Call-for-Papers Award).

Federal Bar Association & University of Memphis Sports and Entertainment Law Society, “Bracketing Amateurism: Will the Madness March On?” (Apr. 4, 2017).

FedEx Institute of Technology Emerging Innovations Series, “Blockchains: Legal and Economic Issues” (Oct. 20, 2016).

George Washington Institute of Public Policy & The Capitol Forum, “Dominant Platforms Under the Microscope: Policy Approaches in the US and EU” (Sept. 19, 2016).

U.S. Senate Policy Staff Working Group, “Competition and Monopoly in Digital Markets” (Sept. 16, 2016).

Fordham University School of Law, “The Myth of Free” (Sept. 15, 2016).

University of Arkansas School of Law, SEALS Faculty Exchange, “The Myth of Free” (Mar. 29, 2016).

Peking University School of Transnational Law, Public Lecture, “Antitrust Law in Zero-Price Markets” (Nov. 25, 2014).

## **MEDIA COVERAGE**

---

Quoted in *Nippon Steel's Acquisition of U.S. Steel: What Will Trump Do? We Ask Experts*, THE NIKKEI, Jan. 18, 2025.

Quoted in Ben Remaly, *DOJ Accuses KKR of Brazen HSR Violations*, GLOBAL COMPETITION REV., Jan. 14, 2025.

Quoted in Anna Langlois & Ben Remaly, *Photographers Alarmed by Getty/Shutterstock Merger*, GLOBAL COMPETITION REV., Jan. 10, 2025.

Quoted in Santul Nerkar, *U.S. Steel, Its Merger Blocked, Faces Stark Alternatives*, N.Y. TIMES, Jan. 9, 2025.

Quoted in Rishi Kant & Aditya Soni, *Getty Images, Shutterstock Gear Up for AI Challenge with \$3.7 Billion Merger*, REUTERS, Jan. 7, 2025.

Quoted in Haisten Willis, *Trump FTC Pick Andrew Ferguson Will Bring ‘Substantive Change’ After Lina Khan*, WASH. EXAMINER, Dec. 12, 2024.

Quoted in Claire Kelloway, *Trump’s Antitrust Enforcers Could Kill Unfinished Cases. Will They?*, FOOD & POWER, Nov. 14, 2024.

Quoted in Peter Coy, *For Economists, Defending Big Business Can Be Big Business*, N.Y. TIMES, Sept. 20, 2024.

Quoted in Kendra Barnett, *What We Know About Google's Upcoming AdTech Antitrust Trial—And How It Might Play Out*, THE DRUM, Sept. 6, 2024.

Quoted in Josh Sisco & Marcia Brown, *Feds Take Grocery Merger to Court Amid 2024 Fight Over High Food Prices*, POLITICO, Aug. 26, 2024.

Quoted in Miles Klee, *Musk's Twitter 'Boycott' Lawsuit Is a 'Hideous Joke'*, ROLLING STONE, Aug. 7, 2024.

Quoted in Matt Stoller, *Governing in the Political Twilight Zone*, BIG, July 3, 2024.

Quoted in Emily Peck & Felix Salmon, *Antitrust's New Wave*, AXIOS, Apr. 29, 2024.

Quoted in Dave Michaels, *Business Groups Race to Block FTC's Ban on Noncompete Agreements*, WALL ST. J., Apr. 24, 2024.

Quoted in Makena Kelly & Vittoria Elliott, *The US Claims Apple Has a Stranglehold on the Future*, WIRED, Mar. 21, 2024.

Quoted in Kif Leswing, *Apple Faces Years of Distractions After DOJ Antitrust Suit*, CNBC, Mar. 22, 2024.

Quoted in Nathaniel Meyersohn, *Birkin Bags Are Too Hard to Buy, Shoppers Allege in Antitrust Lawsuit*, CNN, Mar. 21, 2024.

Quoted in Claire Kelloway, *FTC Sues to Block Kroger–Albertsons Merger; USDA Finalizes Anti-Discrimination and Anti-Retaliation Rule*, FOOD & POWER, Mar. 7, 2024.

Quoted in David Koenig & Michelle Chapman, *JetBlue and Spirit Are Ending Their \$3.8 Billion Merger Plan After a Federal Judge Blocked the Deal*, WASH. POST, Mar. 4, 2024.

Quoted in Danielle Kaye, *Kroger–Albertsons Suit Wields Antitrust To Protect Union Workers*, BLOOMBERG LAW, February 29, 2024.

Quoted in Katie Arcieri, *JetBlue–Spirit Deal Collapse Signals End of Airline Merger Era*, BLOOMBERG LAW, Jan. 19, 2024.

Quoted in Alexis Keenan & Daniel Howley, *Apple Could Have a New Problem: Uncle Sam*, YAHOO! FINANCE, Jan. 15, 2024.

Interview, *Antitrust Lawsuit Accuses Amazon of Harming Consumers and Small Businesses*, PBS NEWSHOUR, Sept. 27, 2023.

Interview, *FTC and 17 States File Sweeping Antitrust Suit Against Amazon*, CBS NEWS, Sept. 26, 2023.

Quoted in Khushita Vasant & Chris May, *US FTC's Newman Advocates for Strong Anti-Dominance Principles Rather Than Simple Theories to Fix Competition Problems*, MLEX, Mar. 2, 2023.

Quoted in Serafina Smith, *US FTC Will Bring More 'Potential Competition' Cases Like Meta—Within, Senior Official Says*, MLEX, Feb. 24, 2023.

Quoted in Karen Weise & David McCabe, *Microsoft Gambles on 'Nice Guy' Strategy to Close Activision Deal*, N.Y. TIMES, Dec. 22, 2022.

Quoted in Megan Bobrowsky, *FTC Drops Mark Zuckerberg from Antitrust Lawsuit: Agreement Prevents Meta CEO from Purchasing VR Company in Personal Capacity*, WALL ST. J., Aug. 24, 2022.

Quoted in David McCabe & Mike Isaac, *F.T.C. Sues to Block Meta's Virtual Reality Deal as It Confronts Big Tech*, N.Y. TIMES, July 27, 2022.

Quoted in Cat Zakrzewski & Naomi Nix, *Federal Trade Commission Sues to Block Meta's Acquisition of VR Company*, WASH. POST, July 27, 2022.

Quoted in Lauren Feiner, *FTC Sues to Block Facebook Owner Meta from Buying VR Fitness App Maker*, CNBC, July 27, 2022.

Quoted in Tae Kim, *FTC Sues to Block Meta from Buying Popular VR Company*, BARRON'S, July 27, 2022.

Quoted in Barbara Grzincinc, *FTC's Lawsuit Can Put the Brakes on N.J. Hospital Merger — 3rd Cir.*, REUTERS, Mar. 23, 2022.

Quoted in David McLaughlin, *Apple Ruling Poses Hurdles for Biden's Vow to Tackle Tech Giants*, BLOOMBERG, Sept. 11, 2021.

Quoted in Stephen Nellis, *Apple Must Ease App Store Rules, U.S. Judge Orders*, REUTERS, Sept. 10, 2021.

Quoted in Luca Bertuzzi, *Nvidia Requests Commission's Clearance on Acquisition of Arm*, EURACTIV, Sept. 9, 2021.

Quoted in *Coordination Out Loud*, CAPITOL FORUM, Sept. 2, 2021.

Interviewed in Ben Remaly, *Has Antitrust Become Too Focused on Output?*, GLOBAL COMPETITION REV., Aug. 24, 2021.

Quoted in Diane Bartz & Nandita Bose, *FTC Says Facebook 'Bought and Buried' Rivals in Renewed Antitrust Fight*, REUTERS, Aug. 19, 2021.

Discussed in Sean-Michael Pigeon, *The Legal Case Against Big Tech*, NAT'L REV., July 2, 2021.

Quoted in David McLaughlin & Sarah Frier, *Apple's Tim Cook Faces Judge with Stakes Beyond \$142 Billion of Apps*, BLOOMBERG, May 21, 2021.

Quoted in Jacob Gershman & Tim Higgins, *In Epic Games v. Apple Trial, an Unorthodox Judge Presides*, WALL ST. J., May 12, 2021.

Quoted in Leah Nylen, *The Epic Court Battle That Could Upend Apple's Future*, POLITICO, May 3, 2021.

Quoted in Yumiko Oshima, *U.S. Department of Justice Investigates Visa for Antitrust Violation*, NIKKEI, Apr. 1, 2021.

Quoted in Ben Remaly, *North Dakota Bill Targets Exclusivity of Apple and Google's App Stores*, GLOBAL COMPETITION REV., Feb. 16, 2021.

Quoted in Shwanika Narayan & Roland Li, *Internet Crackdown on Trump, Supporters Spreads from AWS to Twilio, Stripe and Others*, S.F. CHRON., JAN. 11, 2021.

Quoted in Louis Navellier, *Facebook Stock Is Still a Buy, Despite Antitrust Lawsuits*, MARKETS INSIDER, Jan. 8, 2021.

Quoted in Leah Nylen, *Behind Washington's One-Eighty on Facebook: A Rethink of Monopoly Power*, POLITICO, Dec. 13, 2020.

Interview, Ahtra Elnahasar, *Government Antitrust Lawsuits Pose Threat to Facebook's Internet Dominance*, SINCLAIR BROAD. GRP. (aired on numerous network affiliates), Dec. 10, 2020.

Quoted in David McLaughlin & Ben Brody, *Facebook Breakup Seen as Real Risk in Landmark Antitrust Cases*, BLOOMBERG, Dec. 10, 2020.

Quoted in Emily Birnbaum, *How the Facebook Case Will Test the Limits of Antitrust Law*, PROTOCOL, Dec. 9, 2020.

Quoted in Victoria Graham, *DOJ Suit Over Visa, Plaid Deal Sounds A Lot Like A Monopoly Case*, BLOOMBERG LAW, Nov. 10, 2020.

Quoted in Danny Fortson, *Washington Should Dig In For A Long War With Google*, SUNDAY TIMES (London), Oct. 25, 2020.

Quoted in Bobby Allyn, *Google Paid Apple Billions To Dominate Search On Iphones, Justice Department Says*, NPR, Oct. 22, 2020.

Quoted in Will Oremus, *The Key Questions That Will Decide Whether Google Is A Monopoly*, ONEZERO, Oct. 22, 2021.

Quoted in Kiran Stacey et al., *Google Antitrust Case Backed By Rare Washington Consensus*, FINANCIAL TIMES, Oct. 21, 2021.

Quoted in Gerrit De Vynck & David McLaughlin, *U.S. Case Against Google Mimics Lawsuit That Weakened Microsoft*, BLOOMBERG, Oct. 20, 2020.

Quoted in Emily Birnbaum, *The DOJ Sues Google For Monopoly Practices—And Says There’s More To Come*, PROTOCOL, Oct. 20, 2020.

Quoted in David McLaughlin, *Washington’s One–Two Antitrust Punch Is About To Smack Big Tech*, BLOOMBERG, Oct. 13, 2020.

Interview, *Here’s Why Some Experts Are Calling For A Breakup of Big Tech After The House Antitrust Report*, CNBC AFTER HOURS, Oct. 8, 2020.

Quoted in *Apple vs. Fortnite, Two Focal Points*, NIKKEI, Aug. 26, 2020.

Quoted in Peter Blumberg & Victoria Graham, *Apple–Fortnite Judge Backed iPhone Maker In A Similar 2013 Case*, BLOOMBERG, Aug. 19, 2020.

Quoted in Stephen Nellis, *In Lawsuit, ‘Fortnite’ Maker To Test Idea Of iPhone As Market Unto Itself*, REUTERS, Aug. 14, 2020.

Quoted in Emily Birnbaum, *How Epic Could Actually Win Its Cases Against Apple And Google*, PROTOCOL, Aug. 14, 2020.

Quoted in Christopher Reynolds, *Competition Bureau Launches Probe Of Amazon*, YAHOO! FINANCE, Aug. 14, 2020.

Quoted in Emily Birnbaum, *What Is Microsoft Getting Itself Into?*, PROTOCOL, Aug. 3, 2020.

Quoted in Kirk Victor, *Whistleblower Sets Off New Alarms About Political Meddling At DOJ*, FTCWATCH, July 13, 2020.

Quoted in Victoria Graham, *Concerns Over Vertical Mergers Remain Absent Share Tests*, BLOOMBERG LAW, July 6, 2020.

Quoted in Victoria Graham, *Distressed Deals Ripe For “Failing Firm” Antitrust Exemption*, BLOOMBERG LAW, Apr. 28, 2020.

Quoted in Ben Remaly, *Experts Weigh In On Adequacy Of Antitrust Laws In Response To House Probe*, GLOBAL COMPETITION REV., Apr. 22, 2020.

Quoted in Spencer Parts, *Observers Question Role Of Amex In Sabre/Farelogix*, GLOBAL COMPETITION REV., Apr. 14, 2020.

Quoted in *Intuit Bid for Credit Karma Triggers Antitrust Worries*, PYMNTS, Mar. 2, 2020.

Quoted in Paul Kiel & Justin Elliott, *TurboTax’s Bid To Buy Free Tax Prep Competitor Might Violate Antitrust Law, Experts Say*, PROPUBLICA, Feb. 28, 2020.

Interview, *Balance of Power*, BLOOMBERG RADIO, Feb. 13, 2020.

Quoted in Victoria Graham, *Sprint, T-Mobile Merger Win Could Bolster Struggling Firm Defense*, BLOOMBERG LAW, Feb. 12, 2020.

Quoted in Leah Nylen, *Regulators Demand Info On Past Deals By Amazon, Apple, Facebook, Google And Microsoft*, POLITICO, Feb. 11, 2020.

Interview, *Justifying Antitrust Law*, IPSE DIXIT, Feb. 4, 2020.

Quoted in Victoria Graham, *New U.S. Vertical Merger Rules Fall Flat For Antitrust Advocates*, BLOOMBERG LAW, Jan. 16, 2020.

Quoted in Nihal Krishan, *Big Tech Investigation Focused On Abuse Of Data, DOJ Antitrust Chief Says*, WASH. EXAMINER, Nov. 26, 2019.

Quoted in Emily Birnbaum, *Democratic Divisions Emerge Over Tackling Big Tech*, THE HILL, Oct. 17, 2019.

Quoted in Victoria Graham, *Ohio Rethinks State Antitrust Laws To Confront Facebook, Google*, BLOOMBERG LAW, Oct. 17, 2019.

Quoted in Tamsin McMahon, *Investigators Face Hurdles In Building Antitrust Case Against Big Tech*, GLOBE & MAIL, Sept. 22, 2019.

Quoted in Emily Birnbaum, *State Probes of Google, Facebook To Test Century-Old Antitrust Laws*, THE HILL, Sept. 14, 2019.

Quoted in Victoria Graham, *U.S. Goes To Arbitration Playbook To Block Novelis–Aleris Merger*, BLOOMBERG LAW, Sept. 6, 2019.

Interview, *How US Antitrust Law Works, And What It Means for Big Tech*, CNBC, Aug. 16, 2019.

Interview, *Too Much Attention?*, COMPETITION LORE, July 26, 2019.

Quoted in John Duries, *Executive Salary Move Could Pay Off*, THE AUSTRALIAN, July 25, 2019.

Quoted in Victoria Graham, *Senate Tech Disclosure Bill Unlikely To Prompt An Antitrust Breakup*, BLOOMBERG LAW, June 26, 2019.

Quoted in Emily Birnbaum, *New Lawsuit Poses Major Threat To T-Mobile, Sprint Merger*, THE HILL, June 12, 2019.

Quoted in Jon Reid, *States Flex Antitrust Muscle In T-Mobile–Sprint Merger Fight*, BLOOMBERG LAW, June 12, 2019.

Interview, *There's Evidence Some Big Tech Companies Committed Violations: Former DOJ Attorney*, CNBC, June 11, 2019.



Quoted in Victoria Graham, *DOJ Staff Resistance Of Sprint, T-Mobile Isn't Deal Killer*, BLOOMBERG LAW, Apr. 18, 2019.

Discussant, *Germany's Competition Agency Cracks Down On Facebook: But Is Antitrust The Right Tool For The Job?*, FORBES, Mar. 18, 2019.

Quoted in Ben Kochman, *Why Unwinding Facebook's Messaging Mergers Is A Tall Order*, LAW360, Mar. 13, 2019.

Quoted in Joe Williams, *DC Judge Flexes Antitrust Authority In Another Sting To Justice Department*, WASH. EXAMINER, Dec. 14, 2018.

Quoted in Alexandra Wilts & Shrey Verma, *Pandora/Siriusxm: Review Of CRB Analysis Shows Limited Substitutability Between Companies' Offerings*, REORG M&A, Oct. 4, 2018.

Quoted in Ryan Lynch & Alexandra Wilts, *Termination Fee Language Under Microscope As August 8 End Date Approaches*, EVENT DRIVEN, July 27, 2018.

Interview, *Ohio v. American Express Conference Call*, THE CAPITOL FORUM, June 28, 2018.

Quoted in Eleanor Tyler, *AmEx SCOTUS Win Could Thwart Antitrust Cases Against Tech*, BLOOMBERG LAW, June 26, 2018.

Quoted in Joe Williams, *AT&T's Victory In Time Warner Merger Clears Way For Deal Bonanza*, WASH. EXAMINER, June 12, 2018.

Quoted in Eleanor Tyler, *Impax's Generic Drugs Case Poses Big Questions For Trump FTC*, BLOOMBERG LAW, May 24, 2018.

Quoted in *Justice Department Taking A Harder Look At Media Deals*, INSIDERADIO, Mar. 2, 2018.

Quoted in Cecilia Kang & Sydney Ember, *Sinclair Deal With Tribune Hits Complications In Washington*, N.Y. TIMES, Feb. 27, 2018.

Quoted in Cecilia Kang, *AT&T Is Said To Want Antitrust Official On Witness List For Trial*, N.Y. TIMES, Feb. 14, 2018.

Quoted in William McConnell, *Gorsuch Hearing Opens With Grassley Treatise*, THESTREET, Mar. 20, 2017.

Quoted in Natalie Walters, *Users 'Pay Something' To Use Facebook*, THESTREET, Sept. 23, 2016.

Interview, Closing Bell, *Does Facebook Have A Transparency Issue?*, CNBC, Sept. 23, 2016.

Quoted in Hal Hodson, *Do We Need To Rein In Facebook And Google's Power?*, NEW SCI., Sept. 3, 2016.

Interview, 91.3 KUAF (NPR affiliate), Mar. 31, 2016.

Interview, 101.9 CFUV, Victoria, British Columbia, Aug. 19, 2015.

Quoted in Christie Smythe, *American Express Loses Antitrust Suit Over Merchant Rules*, BLOOMBERG, Feb. 19, 2015.

## OTHER PROFESSIONAL ENGAGEMENTS

---

**Javerbaum Wurgaft**, Newark, NJ 2018–20  
*Consulting Expert*

- Supplied litigation-strategy consulting services regarding civil antitrust matter.

**Gerson Lehrman Group**, London, UK 2017–18  
*Counsel*

- Advised financial-services clients regarding antitrust and regulatory risk.

**D.C. Bar Advocacy & Justice Clinic**, Washington, DC 2012–14  
*Pro Bono Counsel*

- Obtained \$52,000 judgment on tenant's counterclaim against landlord for damages caused by housing-code violations.
- Achieved advantageous outcome in ADR for low-income tenants facing eviction.

**Professor Herbert Hovenkamp**, Iowa City, IA 2010–11  
*Research Assistant*

- Drafted memoranda summarizing research on antitrust issues to facilitate revisions and updates of leading antitrust-law treatise.

**U.S. Department of Justice**, Washington, DC 2010  
*Summer Law Intern (SLIP)*

- Assisted investigations of patent-related conduct by agrochemical biotechnology firm and proposed merger in food-production market.

**Professor Christina Bohannon**, Iowa City, IA 2009–10  
*Research Assistant*

- Researched and reported on copyright and conflict-of-laws issues relating to works by Matisse and Chagall (University Museum permanent collection).

## EDUCATION

---

**University of Iowa College of Law** 2011  
*J.D., with highest distinction (GPA: 4.00)*

Honors: Outstanding Scholastic Achievement Award, Order of the Coif,  
Dean's Award, Faculty Award, Jurisprudence Award,  
College of Law Merit Scholar (full three-year scholarship)

Activities: Managing Editor, *Iowa Law Review*; Pro Bono Society

**Iowa State University of Science & Technology**

2007

*B.A., Political Science* (Minor: English)

Honors: Honors Program, National Merit Scholar (full four-year scholarship)

Activities: Senator, Government of the Student Body; Journalist, *Iowa State Daily***SERVICE**

---

Instructor, University of Miami Summer Legal Academy	2021
Advisory Board Member, Anti-Monopoly Fund Call for Proposals	2021
Referee, <i>Journal of Competition Law and Economics</i> (Oxford Univ. Press)	2019
Referee, <i>Journal of Antitrust Enforcement</i> (Oxford Univ. Press)	2018, 2019
Barrister, Leo Bearman, Sr. Inn of Court	2017–19
Mentor, City of Memphis Americorps VISTA	2015–16
Faculty Service, University of Miami School of Law	
Chair, Appointments Committee	2024–25
Curriculum Committee	2023–24
Chair, Appointments Committee	2021
Dean Search Committee	2021
Interim Director; Business of Innovation, Law & Technology Concentration	2021
Interim Dean Selection Committee	2021
Intellectual Life Committee	2020–21
Appointments & Laterals Committee	2019–20
Advisor, Social Justice & Public Interest Concentration	2019–21
Advisor, Business of Innovation, Law & Technology Concentration	2019–21
Faculty Service, University of Memphis School of Law	
Dean's Advisory Committee (elected by faculty)	2018–19
Honors & Awards Committee (elected by faculty)	2018–19
Innovation Committee	2018–19
Curriculum Committee	2018–19
Best <i>Law Review</i> Note Selection Committee, Faculty Representative	2016–19
Faculty Note Advisor, <i>Law Review</i>	2015–19
Faculty Recruitment Committee	2017–18
Orientation Instructor (Critical Reading, Case Briefing, Post-Class Reflection)	2017–18
Ad Hoc ABA Standards Committee	2016–18
Ad Hoc Summer Orientation Committee	2017
Ad Hoc Strategic Academic Planning Committee	2016–17
Admissions Committee	2015–17

# TIMELINE ADJUSTMENT FOR PROMOTION AND/OR TENURE

(formerly known as "Tenure Reduction Form")

## FACULTY INFORMATION

NAME: Thomas Stafford U-NUMBER: U00001198  
FIRST MIDDLE LAST U00123456

COLLEGE/SCHOOL: Fogelman College of Business & Economics

DEPARTMENT: Management Information Systems

PLEASE CHECK ONE (1):

- ☒ **TENURE UPON APPOINTMENT\*\***
- ☐ **PROMOTION TIMELINE** TIMELINE REDUCTION \_\_\_\_\_ YEAR(S)
- ☐ **TENURE TIMELINE \*** TIMELINE REDUCTION \_\_\_\_\_ YEAR(S)
- ☐ **TENURE & PROMOTION TIMELINE \*** TIMELINE REDUCTION \_\_\_\_\_ YEAR(S)

\* WILL THIS REDUCTION RESULT IN A CHANGE IN THE INDIVIDUAL'S MID-TENURE REVIEW TIMING? ☐ YES ☒ NO



IF YES, INDICATE THE ADJUSTED MID-TENURE YEAR: \_\_\_\_\_  
(YEAR ONLY – 20XX)

## JUSTIFICATION REQUIRED


**PLEASE SUBMIT YOUR CV AND JUSTIFICATION, ALONG WITH THIS FORM TO [PROVOST@MEMPHIS.EDU](mailto:PROVOST@MEMPHIS.EDU).**

\*\*Please reference [Section 4.9.3A in the Faculty Handbook](#) regarding procedures for Tenure Upon Appointment.  
Tenure Upon Appointment requires review from department/college T&P committee with written acknowledgment and agreement of proposed rank.

## RECOMMEND APPROVAL

		RECOMMENDED
	04/22/2025	<input checked="" type="checkbox"/> YES
CHAIR SIGNATURE	DATE (MM/DD/YYYY)	
	04/22/2025	<input checked="" type="checkbox"/> YES
DEAN SIGNATURE	DATE (MM/DD/YYYY)	

## APPROVAL

		APPROVED
	05/05/2025	<input checked="" type="checkbox"/> YES
PROVOST SIGNATURE	DATE (MM/DD/YYYY)	

**THIS ADJUSTED TENURE AND/OR PROMOTION APPLICATION SUBMISSION WILL BE FALL:**

\* TO BE COMPLETED BY PROVOST

(YEAR – 20XX)



Fogelman College of Business & Economics  
426C Fogelman College Admin. Bldg.  
Memphis, Tennessee 38152-3120  
Office: 901.678.4563  
[www.memphis.edu](http://www.memphis.edu)

April 27, 2025

To: Dr. David Russomanno  
Provost

From: Dr. Sandra Richardson  
Associate Dean for Faculty and Administration

RE: Justification for Dr. Thomas Stafford Tenure and Promotion

The Department of Management Information Systems recently hired Dr. Thomas Stafford as its new Department Chair, he will start on August 18, 2025. It was the goal of the Department to hire a full professor to fill this position. The Department and Dean selected Dr. Stafford as the most qualified candidate. One of the reasons for the selection is that Dr. Stafford exceeds the qualifications for Full Professor in the Fogelman College of Business and Economics.

Dr. Stafford earned his PhD in Management Information Systems from the University of Texas at Arlington in 2001. He earned his PhD in Marketing from the University of Georgia in 1993. Dr. Stafford was previously employed at the University of Memphis. He joined the University as an Assistant Professor in the Department of Management Information Systems in 2001. He was promoted to Associate Professor in 2007 and to Professor in 2013. He left the University in 2016 to accept a position as the J.E. Barnes Eminent Scholar Chair of Computer Information Systems at Louisiana Tech College of Business.

Since earning tenure and promotion to full professor, Dr. Stafford has remained active in his research and engagement with the information systems discipline. He served as Editor-in-Chief for the *Decision Sciences Journal* (ranked A+) from 2014-2015. He served as Editor-in-Chief for the *ACM Data Base for Advanced in Information Systems* (ranked A) from 2017-2022, and Editor Emeritus from 2022-2023. He has served as guest editor and co-editor of a number of journals over the past twenty years. Dr. Stafford has also maintained a consistent leadership role in the *Association of Information Systems*, the discipline's professional organization. He served as Conference Co-Chair for the *America's Conference for Information Systems* in 2018, this is one of the leading conferences in the discipline. He is currently serving as the Conference Co-Chair for the 2025 *International Conference for Information Systems*, the discipline's premier conference. This will solidify his standing as a Senior Scholar in the discipline.

Dr. Stafford has an impressive publication record. He has already met the requirements for, and earned the rank of, full professor in the department. Since then, he has remained active in his research, publishing 27 articles since earning the rank of full professor in 2013. The majority of his publications over the past 12 years have been in A+ and A-ranked journals.

Dr. Stafford has already earned the rank of full professor at the University of Memphis and he has remained active since that time. Upon his return to the University, he brings with him and additional 27 publications, most having been published in A+ and A-ranked journals. Dr. Stafford has remained active in the discipline, served in several editorial roles, and as the co-chair of the discipline's leading conference. The Department T&P Committee, the College T&P Committee, and the Dean have all agreed that Dr. Stafford meets or exceeds the requirements for full professor.

# PROMOTION AND/OR TENURE RECOMMENDATION FORM

(FORMERLY KNOWN AS "T&P RECOMMENDATION SIGNATURE FORM")

## FACULTY INFORMATION

**NAME:** Thomas Stafford **U-NUMBER:** U00123456  
FIRST MIDDLE LAST

**COLLEGE/SCHOOL:** Fogelman College of Business & Economics

**DEPARTMENT:** MIS

INDIVIDUAL APPLYING FOR:

☐ PROMOTION ☒ TENURE ☐ TENURE & PROMOTION

**EFFECTIVE:** \_\_\_\_\_

## DEPARTMENT PROMOTION AND/OR TENURE COMMITTEE

**RECOMMENDATION:** ☒ POSITIVE ☐ NEGATIVE **VOTE BREAKDOWN:** 5 POSITIVE 0 NEGATIVE 0 ABSTAIN 0 ABSENT

  
DEPARTMENT COMMITTEE CHAIR SIGNATURE

3/26/25

DATE

## DEPARTMENT CHAIR RECOMMENDATION

**RECOMMENDATION:** ☐ POSITIVE ☐ NEGATIVE

  
DEPARTMENT CHAIR SIGNATURE

4.1.25

DATE

## COLLEGE PROMOTION AND/OR TENURE COMMITTEE

**RECOMMENDATION:** ☒ POSITIVE ☐ NEGATIVE **VOTE BREAKDOWN:** 7 POSITIVE 0 NEGATIVE 0 ABSTAIN 0 ABSENT

  
COLLEGE COMMITTEE CHAIR SIGNATURE

4/1/25

DATE

## COLLEGE DEAN RECOMMENDATION

**RECOMMENDATION:** ☒ POSITIVE ☐ NEGATIVE

  
COLLEGE DEAN SIGNATURE

March 31, 2025

DATE

**THOMAS FRANKLIN STAFFORD**  
**J.E. Barnes Professor of Computer Information Systems**

**Contact:**     Office  
Louisiana Tech College of Business  
Department of Computer Information Systems  
Ruston, LA 71272  
318-257-3886, office   901-336-2754, mobile  
Stafford@LaTech.edu, TFSPHD@aol.com  
@GroundedTheorist

**Education:**

Ph.D.: University of Texas at Arlington (2001). Major in Management Information Systems, minor in Management Science (Supply Chain focus). Dissertation title: *Motivations Related to Consumer Use of Online Services*.

Ph.D.: University of Georgia College of Business Administration (1993). Major in Marketing, minors in Management and Cognitive Psychology. Dissertation title: *The Effects of Social Information on Initial Sales Encounters: A Strategic Information Management Perspective*.

M.A.: University of Florida College of Journalism and Mass Communication (1984). Major in Advertising, minor in Marketing. Thesis title: *The Effects of Advertising Puffery on Product/Sponsor Evaluations*.

B.A.: University of Richmond (1982). Major in Interdisciplinary Studies.

**Training:**

Organizational Psychology/Management: My doctoral training encompasses the management of information systems and technologies, I/O psychology and organizational behavior, supply chain logistics, and human resources and staffing. I am skilled in accreditation and assessment.

Organizational Security and Information Assurance. I am a principal investigator with a NSA/DHS certified Academic Center of Excellence in CyberDefense Research, Education and Operations. As a member of the IFIP 8.11/11.13 Research Group in Behavioral Cybersecurity, I have organized and chaired the annual Dewald Roode Information Security Workshop that serves as the annual research conference for this worldwide research group. As a member of the American Accounting Association, I also conduct and publish research on auditing and information assurance and supervise a doctoral program in Accounting Information Systems.

Research Methods: Experienced trainer for focus group qualitative research and the Grounded Theory Method with QSR Nvivo. Experienced trainer for field survey methodology, quantitative field research, statistical modeling and measure validation with SPSS, Jamovi, and SAS.



**Research Interests:**

My research career has revolved around understanding the psychology of perception and judgment, toward an end of explaining decision making in business contexts. This spans interest areas of cybersecurity and information assurance, accounting and auditing, and the deployment and motivation of personnel assets in technological organizations. My methodological interests span psychometrics and measure validation, experimental design and qualitative research in the form of grounded theory development. I have a side interest in the philosophy of science.

**Teaching Interests:**

Human and Organizational Aspects of Businesses and Systems, AI Co-Production and Team Science, Quantitative and Qualitative Research Methods, Outsourcing and Global Logistics, Strategic Information Systems, Supply Chain Management, Strategic Management and Organizational Behavior, Critical Thinking and Project Management.

**Board and Directorship Appointments:**

University Systems Trustee, Teachers Retirement System of Louisiana Board of Trustees. 2018-present.

- Member of the Investment Committee and Budget Committee

**Academic Appointments:**

J.E. Barnes Eminent Scholar Chair of Computer Information Systems and Doctoral Coordinator. Louisiana Tech College of Business. 2016 – present.

Professor, with tenure. Management Information Systems Department, Fogelman College of Business and Economics. University of Memphis. 2013 – 2016.

Associate Professor, with tenure. Management Information Systems Department, Fogelman College of Business and Economics. University of Memphis. 2007 – 2013.

Suzanne Downs Palmer Associate Professor of Management Information Systems. Fogelman College of Business and Economics. University of Memphis. 2006-2007.

Assistant Professor. Management Information Systems Department, Fogelman College of Business and Economics. University of Memphis. 2001 - 2005.

Visiting Assistant Professor of MIS and Marketing. School of Management. Texas Woman's University. 1997 - 2001.

Assistant Professor of Marketing. Cameron University School of Business. 1993 - 1997.

Adjunct. Department of Marketing, Goizueta School of Business Administration, Emory University. 1992 - 1993.

## **Editorial Appointments:**

### **Journals**

**Editor Emeritus:** *ACM Data Base for Advances in Information Systems*. 2022-2023.

**Editor-in-Chief:** *ACM Data Base for Advances in Information Systems*. 2020-2022.

**Editor-in-Chief:** *ACM Data Base for Advances in Information Systems*. 2017-2020.

**Editor-in-Chief:** *Decision Sciences Journal*. 2014-2015.

**Editor-in-Chief:** *ACM Data Base for Advances in Information Systems*. 2007-2011.

**Guest Editor,** *Computers & Security*. Special Issue on Advances in Behavioral Information Systems Security Research. Under release in 2021, based on the workshop papers from the 2019 IFIP WG 8.11/11/13 Dewald Roode Information Systems Security Workshop.

**Guest Co-Editor,** *AIS Transactions on Human Computer Interaction*. Special issue on AI Fairness, Trust and Ethics. 2019-2020.

**Guest Editor,** *MIS Quarterly* 35(2). Special Research Commentary Series on Advanced Methodological Thinking for Quantitative Research. 2010-2011.

**Special Issue Co-Editor,** *Decision Sciences Journal of Innovative Education* 8(2). Special Issue on Expanding Minority Representation in Management Education. 2009-2010.

**Special Issue Editor,** *The DATA BASE for Advances in Information Systems* 49(SI). Special Issue on New Theoretical Perspectives in Behavioral IS Security Research.

**Guest Editor,** *eServices Journal* 8(1). Special Issue on Advanced Thinking on the Nature of IT Services. 2009-2010.

**Guest Editor,** *eServices Journal* 7(2). Special Issue on Advances in IT Services. 2008-2009.

**Guest Editor,** *Journal of Organizational and End User Computing* 20(3). Special Issue on Human Cognition in Computing. 2007-2008.

**Guest Editor,** *IEEE Transactions on Professional Communication* 51(4). Special Issue on Instant Messaging in the Workplace. 2007.

**Guest Editor,** *Journal of Global Information Technology Management* 11(3). Special Issue on Technology Diffusion in the Middle East. 2006-2007.

**Special Issue Co-Editor,** *Information Systems Journal* 16(2). Special Issue on eServices. 2006.

**Guest Editor,** *Communications of the ACM* 48(8). Special Issue on Spyware. 2005.

**Guest Editor,** *Communications of the ACM* 46(6). Special Issue on eServices. 2003.

**Guest Co-Editor,** *eServices Journal* 3(1). Special Issue on Chapter 3 of IT Services. 2002-2003.

**Special Issue Editor,** *Psychology & Marketing* 16(2). Special Issue on Persuasion and Marketing. 1999.

### **Research Conference Leadership**

**Conference Co-Chair:** 2025 International Conference for Information Systems.

**Conference Co-Chair:** *Americas Conference for Information System*. 2018.

**Program Co-Chair:** *ISOneWorld Conference*. 2019.

**General Chair:** IFIP WG 8.11/11.13 *Dewald Roode Information Security Workshop*. 2019.

**Track Chair:** Advances in Information Systems Research. *Americas Conference for Information System*, 2021.

**Track Chair:** Advances in Information Systems Research. *Americas Conference for Information System*, 2020.

**Track Chair:** Advances in Information Systems Research. *Americas Conference for Information System*, 2019.

**Track Chair:** e-Commerce and e-Services. *Global Information Technology Management Association Conference*, 2004.

**Track Co-Chair:** Advances in Information Systems Research. *Americas Conference for Information System*, 2017.

**Track Co-Chair:** Marketing for the Future. *Academy of Marketing Science Conference*, 2001.

**Track Chair:** Consumer and Buyer Behavior: *Academy of Marketing Science Conference*, 2000.

**Track Chair:** Marketing Research Education. *Academy of Marketing Science Conference*, 1999.

**Track Chair:** Consumer Psychology and Buyer Behavior. *Southwestern Marketing Association Conference*, 1999.

**Track Chair:** Regulation and Market Development Issues. *Ethical and Societal Issues Conference*, 1998.

**Minitrack Co-Chair:** New Perspectives on Trust in Information Technology. *Americas Conference on Information Systems*, 2014.

**Minitrack Co-Chair:** New Perspectives on Trust in Information Technology. *Americas Conference on Information Systems*, 2013.

**Minitrack Co-Chair:** New Perspectives on Trust in Information Technology. *Americas Conference on Information Systems*, 2012.

**Minitrack Co-Chair:** New Perspectives on Trust in Information Technology. *Americas Conference on Information Systems*, 2011.

**Minitrack Chair:** New Perspectives on Trust in Information Technology. *Americas Conference on Information Systems*, 2010.

**Minitrack Chair:** Services 2.0: New Conceptualizations for Services in a Technology-Enabled World. *Americas Conference on Information Systems*, 2009.

**Minitrack Chair:** Trust, Relational Exchange and Strategic Technologies. *Americas Conference on Information Systems*, 2009.

**Minitrack Chair:** e-Services. *Americas Conference on Information Systems*, 2003.

**Minitrack Chair:** Achieving Internet Convergence. *Americas Conference on Information Systems*, 2001.

## **Teaching Experience and Preparations:**

### Management Information Systems

Undergraduate seminars in Global Information Systems Management, Telecommunications, Cyber Security, Enterprise Systems and Architecture, Project Management, Electronic Commerce/eBusiness channels.

Doctoral seminars in Philosophy of Science, Measurement and Qualitative Methods.

### Methodology

Specialty doctoral seminar modules developed and delivered on Structural Equation Modeling, Research Methodology, Measure Validation, Qualitative Analysis and Glaserian Grounded Theory.

### Business Core

Critical Thinking for Business, Business Policy and Strategic Management, Project Management, Entrepreneurial Management, Business Communications.

### Marketing

Marketing Research, Marketing Management, Marketing Strategy, Advertising, Retailing, Merchandising Management, Direct Marketing, Sales Management.

### Pedagogical Modalities

Distance education development and production for both synchronous and asynchronous delivery of course content. Multimedia production in support of rich media course presentations for distance delivery and asynchronous contexts. I have published a number of articles about online and distance education methods and techniques.

### Refereed Journal Articles:

- Li, Y., Posey, C., and Stafford, T. (2024), "Bureaucracies in Information Securing: Transitioning from Iron Cages to Iron Shields," *Information and Organization*, 34(3), 100526.
- Gaffney, N., Clampit, J., Fabian, F., and Stafford, T. (2023), "Institutional Misalignment and Escape-Based FDI: A Prospect Theory Lens," *International Business Review*, 32(3).
- Li, Y., Wang, X., Javadi Khasraghi, H., Stafford, T. (2023). Pro-Environmental User Behavior in the Lifecycle of Consumer Electronics. *AIS Transactions on Human-Computer Interaction*, 15(3), 250-276.
- Stafford, T., and Duong, B. (2023), "Social Media in Emerging Economies: A Cross-Cultural Comparison," *IEEE Transactions on Computational Social Systems*, 10(3), 1160-1178.
- Islam, S., Wang, D., Farah, N. and Stafford, T. (2022), "The Spillover Effects of Focal Firms' Cybersecurity Breaches on Rivals and the Role of CIO: Evidence from Stock Trading Volume," *Journal of Accounting and Public Policy*, 41(2), 106916.
- Islam, S. and Stafford, T. (2022), "Factors Associated with the Adoption of Data Analytics by Internal Audit Function," *Managerial Auditing Journal*, 37(2), 193-223.
- Wang, X., Li, Y., Stafford, T. and Khasraghi, H. (2022), "Gender Differences in Virtual Community Knowledge Sharing," *International Journal of Knowledge Management*, 18(1), 1-23.
- Wang, X., Li, Y., Stafford, T. and Xin, D. (2021), "The IT Labor Market Amid the Pandemic: The Case of the United States," *IEEE Engineering Management Review*, 49(4), 41-53.
- Stafford, T. (2021), "Platform-Dependent Computer Security Complacency: The Unrecognized Insider Threat." *IEEE Transactions on Engineering Management*. Digital Object Identifier 10.1109/TEM.2021.3058344.
- Rejeb, A., Keogh, J.G., Simske, S.J., Stafford, T., and Treiblmaier, H. (2021), "Potentials of Blockchain Technologies for Supply Chain Collaboration: A Conceptual Framework." *International Journal of Logistics Management*, 32(3), 973-994.
- Li, Y., Van Slyke, C., Ferratt, T., Gallivan, M., Stafford, T., and Sumner, M. (2021), "ACM SIGMIS CPR Panel Report: Should Information Systems Professors be More Techno-Savvy than Students?" *Communications of the AIS*, 48(1), 45.
- Li, Y., Zhou, Y., Stafford, T., and Wang, X. (2020), "Significant Stakeholders: Toward an Agile Knowledge Management System in the Time of Coronavirus Crisis." *IEEE Engineering Management Review*, 49(1), 38-49.

- Stafford, Thomas F. and Horst Treiblmaier (2020), "Characteristics of a Blockchain Ecosystem for Secure and Sharable Electronic Medical Records, *IEEE Transactions on Engineering Management*, 67(4), 1340-1362.
- Taskarji, Mohamad and Thomas Stafford (2020), "Reasons for Failures of CRM Implementations," *IEEE Transactions on Computational Social Systems*, 7(3), 718-724.
- Radditz, Nirmalee, Thomas F. Stafford, Craig van Slyke and Merrill Warkentin (2020), "Grassroots Adoption of Cloud-Based Storage Solutions," *Journal of Information Systems*, 34(3), 213-232.
- Zhang, Xihui, Thomas Stafford, Tao Hu and Hua Dai (2020), "Measuring Task Conflict and Person Conflict in Software Testing." *ACM Transactions on Software Engineering and Methodology*, 29(4), 1-19.
- Stafford, Thomas F. and Sahar Farshadkhah (2020), "A Method for the Interpretive Synthesis of Qualitative Research Findings," *Communications of the Association for Information Systems*, 46, 117-133.
- Gillenson, Mark L., Thomas F. Stafford, Xihui Zhang and Yao Shi (2020), "Use of Qualitative Research to Generate a Function for Finding the Unit Cost of Software Test Cases," *Journal of Database Management*, 31(2), 42-63.
- Stafford, Thomas F. (2018), "Reviews, Reviewers and Reviewing: The "Tragedy of the Commons" in the Scientific Publication Process." *Communications of the Association for Information Systems*, 42, 624-629.
- Stafford, Thomas F. (2018), "Rejoined and Regenerated – Response to Responses to Reviews, Reviewers and Reviewing: The Tragedy of the Commons in the Scientific Publication Process." *Communications of the Association for Information Systems*, 42, 663-670.
- Stafford, Thomas F., Graham Gal, Robin Poston, Robert E. Crossler, Randi Jiang and Robin Lyons (2018), "The Role of Accounting and Professional Associations in IT Security Auditing: An AMCIS Panel Report," *Communications of the Association for Information Systems* 43(1), 482-493.
- Zhang, Xihui, Thomas F. Stafford, Ali Murad, Adam Risher and Jordan Simmons (2018), "How to Measure IT Effectiveness: The CIO's Perspective," *Journal of Information Technology Management*, 29(4), 1-22.
- Stafford, Thomas F., George Deitz and Yaoji Li (2018), "The Role of Internal Audit and User Training in Information Security Policy Compliance." *Managerial Auditing Journal*, 33(4), 410-424.

- Islam, Md. Shariful, Nusrat Farah and Thomas F. Stafford (2018), "Factors Associated with Security/Cybersecurity Audit by Internal Audit Function: An International Study." *Managerial Auditing Journal*, 33(4), 377-409.
- Hu, Tao, Thomas F. Stafford, William J. Kettinger, Xihui Zhang and Hua Dai (2017), "Formation and Effect of Social Media Usage Habit," *Journal of Computer Information Systems*, doi 10.1080/08874417.2016.1261378.
- Stafford, Thomas F. (2016), "Optimizing the Business Side of Science: Publication Review Cycles and Process Management Considerations," *Communications of the Association for Information Systems*, 38(1), 296-306.
- Zhang, Xihui, Thomas F. Stafford, Jasbir S. Dhaliwal, Mark L. Gillenson and Gertrude Moeller (2014), "Sources of Conflict between Developers and Testers in Software Development," *Information & Management*, 51(1), 13-26.
- Zhang, Xihui, Jasbir S. Dhaliwal, Mark L. Gillenson and Thomas F. Stafford (2013), "The Impact of Conflict Judgments between Developers and Testers in Software Development," *Journal of Database Management*, 24(4), 26-50.
- Zhang, Xihui, Chi Zhang, Thomas F. Stafford and Ping Zhang (2013), "Teaching Introductory Programming to IS Students: The Impact of Teaching Approaches on Learning Performance," *Journal of Information Systems Education*, 24(2), 147-163.
- Stafford, Thomas F., Xihui Zhang, Wade M. Jackson and Ahmad Al-Khasawneh (2012), "Global Diffusion of Information Technology Education: A Comparison with Developing Economies," *Journal of Information Technology Management*, 22(1), 46-61.
- Stafford, Thomas F. (2011), "Active Priming of Cultural Stereotypes in Outsourcing Decision Making," *Journal of Global Information Technology Management*, 14(2), 27-47.
- Stafford, Thomas F. and Aykut H. Turan (2011), "Online Tax Payment Systems as an Emergent Aspect of Governmental Transformation." *European Journal of Information Systems*, 20(3), 343-357.
- Yang, Yang, Thomas F. Stafford and Mark Gillenson (2010), "Employee Satisfaction with Employee Relationship Management Systems: The Impact on System Quality Perceptions," *European Journal of Information Systems*, 20(2), 221-236.
- Stafford, Thomas F. and Robin S. Poston (2010), "Online Security Threats and Computer User Intentions," *IEEE Computer*, 43(1), 58-64.
- Huq, Faizul, Thomas F. Stafford, M. Khurram S. Bhutta and Saurajit Kanungo (2010), "Differential Effects of Transportation in Supply Chain Optimization Modeling," *Journal of Manufacturing Technology Management*, 21(2), 269-286.



- Zhang, Xihui, David W. Nickels and Thomas F. Stafford (2010), "Understanding the Organizational Impact of Radio Frequency Identification Technology: A Holistic View," *Pacific Asia Journal of the Association for Information Systems*, 2(2), 1-17.
- Stafford, Thomas F. (2008), "Social and Usage Process Motivations for Consumer Internet Access," *Journal of Organizational and End User Computing*, 20(3), 1-20.
- Stafford, Marla R., Barbara Stern, Thomas F. Stafford and Carol Bienstock (2008), "Consumer Acceptance of Online Auctions: An Extension and Revision of the TAM," *Psychology & Marketing*, 25(7), 619-636.
- Bienstock, Carol C., Marla R. Stafford, Dan Sherrel, and Thomas F. Stafford (2008), "An Expanded Model of Logistics Service Quality: Incorporating Logistics Information Technology," *International Journal of Production Economics*, 113(1), 205-222.
- Stafford, Thomas F. and Keith L. Lindsey (2007), "IP Teleconferencing in the Wired Classroom: Gratifications for Distance Education," *Journal of Information Systems Education*, 18(2) 227-232.
- Stafford, Thomas F. and Dennis Gonier (2007), "The Online Research Bubble," *Communications of the ACM*, 50(9), 109-112.
- Van Slyke, Craig, Virginia Ilie, Hao Lou and Thomas F. Stafford (2007), "Perceived Critical Mass and the Adoption of a Communication Technology," *European Journal of Information Systems*, 16(3), 270-283
- Stafford, Marla Royne, Thomas F. Stafford and Joe E. Collier (2006), "The Dimensionality of Environmental Concern: Validation of Component Measures," *Interdisciplinary Environmental Review*, 8(1), 43-61.
- Stafford, Thomas F., Aykut Hamit Turan and Ahmad Mansour Khasawneh (2006), "Middle-East.Com: Diffusion of the Internet and Online Shopping in Jordan and Turkey," *Journal of Global Information Technology Management*, 9(3), 43-61.
- Stafford, Thomas F. (2005), "Understanding Motivations for Internet Use in Distance Education," *IEEE Transactions on Education*, 48(2), 301-306.
- Stafford, Thomas F. (2005), "Computer Self-Efficacy as an Antecedent to the Acceptance of Instant Messenger Technology," *International Journal of Electronic Business Research*, 1(4), 41-50.
- Poston, Robin S., Thomas F. Stafford and Amy Hennington (2005), "Spyware: The View from the [Online] Street," *Communications of the ACM*, 48(8), 96-99.
- Stafford, Thomas F., and Andrew Urbaczewski (2004), "Spyware: The Ghost in the Machine," *Communications of the Association for Information Systems*, 14(1) 291-306.

- Stafford, Thomas F., and Dennis Gonier (2004), "Gratifications for Internet Use: What Americans Like about Being Online," *Communications of the ACM*, 47(1), 107-112.
- Stafford, Thomas F., Marla Royne Stafford, and Lawrence L. Schkade (2004), "Determining Uses and Gratifications for the Internet," *Decision Sciences*, 35(2), 259-288. **7<sup>th</sup> most downloaded article from Wiley/Blackwell Publishers, *Decision Sciences Journal*.**
- Stafford, Thomas F., Aykut H. Turan and Mahesh Raisinghani (2004), "International and Cross-Cultural Influences on Online Shopping Behavior," *Journal of Global Information Technology Management*, 7(2), 70-87.
- Stafford, Thomas F., and Mark Gillenson (2003), "Mobile Commerce: What it Is and What it Could Be," *Communications of the ACM*, 46(12), 33-34.
- Stafford, Thomas F. (2003), "Differentiating between Innovators and Laggards in the Uses and Gratifications for Internet Services." *IEEE Transactions on Engineering Management*, 50(4), 427- 435.
- Stafford, Thomas F. and Marla Royne Stafford (2003), "Industrial Buyers' Perceptions of Industrial Salespeople," *Journal of Business and Industrial Marketing*, 18 (1), 40-56.
- Stafford, Marla Royne, Thomas F. Stafford and Ellen Day (2002), "Services Advertising: A Contingency-Based Approach to Evaluating Spokesperson Perceptions," *Journal of Advertising*, 31 (Summer), 37-48. **Awarded best paper of the year.**
- Stafford, Thomas F. and Marla Royne Stafford (2002), "The Use of Atypical Advertising Strategies for Stereotyped Product Categories," *Journal of Current Issues and Research in Advertising*, 24 (Spring), 25-37.
- Stafford, Thomas F., and Marla Royne Stafford (2001), "Identifying Motivations for the Use of Commercial Web Sites." *Information Resources Management Journal*, 14 (January-March), 22-30.
- Stafford, Marla Royne and Thomas F. Stafford (2001), "Advertising the Service Offering: The Effects of Preference Heterogeneity, Message Strategy, and Gender on Radio Commercial Effectiveness," *Journal of Current Issues and Research in Advertising*, 23 (Spring), 17-29.
- Stafford, Thomas F. (2000), "Alert or Oblivious? Awareness of Influence Attempts as a Determinant of Consumer Judgments," *Psychology & Marketing* 17 (9), 746-760.
- Stafford, Marla Royne and Thomas F. Stafford (2000), "The Effectiveness of Tensile Pricing Strategies in the Advertising of Services," *Journal of Advertising*, 29 (Summer), 45-59.
- Sharma, Arun and Thomas F. Stafford (2000), "Salespersons as Atmospheric Cues in Retail Environments," *Journal of Business Research*, 49(2), 183-191.

- Stafford, Marla Royne, Thomas F. Stafford and Brenda P. Wells (1998), "Determinants of Service Quality and Satisfaction in the Auto Casualty Claims Process," *Journal of Services Marketing*, 12 (6), 426-440.
- Stafford, Thomas F. (1996), "Conscious and Unconscious Processing of Priming Cues in Selling Encounters," *Journal of Personal Selling and Sales Management*, 2 (Spring), 37-44.
- Stafford, Marla Royne, Thomas F. Stafford and Jhinuk Chowdhury (1996) "Predisposition toward Green Issues: The Potential Efficacy of Advertising Appeals." *Journal of Current Issues and Research in Advertising*, 18 (Spring), 67-79.
- Stafford, Marla Royne and Thomas F. Stafford (1996), "Mechanical Commercial Avoidance: A Uses and Gratifications Perspective." *Journal of Current Issues and Research in Advertising*, 18 (Fall), 27-38.
- Stafford, Thomas F., Thomas W. Leigh and Leonard L. Martin (1995), "Assimilation and Contrast Priming Effects In the Initial Consumer Sales Call," *Psychology and Marketing*, 12 (4), 321-347.
- Stafford, Thomas F. (1994), "Consumption Values and the Choice of Marketing Electives: Treating Students like Customers," *Journal of Marketing Education*, 16 (Summer), 26-33.
- Zimmer, Mary R., Thomas F. Stafford and Marla Royne Stafford (1994), "Green Issues: Dimensions of Environmental Concern," *Journal of Business Research*, 30 (May), 63-74.
- Stafford, Marla Royne and Thomas F. Stafford (1993), "Participant Observation and the Pursuit of Truth: Methodological and Ethical Considerations," *Journal of the Market Research Society*, 35 (1), 63-76.

## Refereed Conference Proceedings:

- Farshadkhah, S., van Slyke, C., Fuller, B., and Stafford, T. (2024). Role of Emotions in Information Security Violation Mitigation. *Proceedings of the Decision Sciences Institute annual conference*.
- Stafford, T., Islam, M.S., Wang T., and Kahn, A. (2024). The Growing Role of Process Automation in Internal Auditing: Further Explorations of a Grounded Theory. *Proceedings of the 2024 American Accounting Association AIS Mid-Year Section Meeting*.
- Le, H., Nahar, M., and Stafford, T. (2022). "Novel Doctoral Learning Approaches for Accounting Information Systems. *Proceedings of the 2022 American Accounting Association Southwest Section*, March 2-5, New Orleans, LA.
- Stafford, T.F., and Story, J. (2021), "Understanding Workspace Aesthetics: A PDW." *2021 Proceedings of the Academy of Management Conference*.
- Islam, Md. Shariful and Stafford, T. (2021), "Chief Information Officer's (CIO) Social Capital and Data Breaches," ESR Paper in *Proceedings of the 2021 American Accounting Association Joint Midyear Meeting of the AIS Section*.
- Li, Y., Wang, X., Stafford, T., and Khasraghi, H. (2021) "Green User Electronics Lifecycle Behavior and Planning Mechanisms," *Proceedings of the 54th Hawaii International Conference on System Sciences (HICSS)*, Kauai, HI, pp. 906-915.
- Islam, Md. Shariful, Stammerjohan, W., Stafford, T., and Farah, N. (2020). "Reaction of Rival Firms to the Information Security Breach of Focal Firms: Evidence from Market Activity and Information Asymmetry," *2020 AAA AIS/SET Section Midyear Meeting. San Antonio, TX: American Accounting Association. 2019-2020 Best Research Paper Award*.
- Stafford, T., and Duong, B. (2019), "Social Media in Southeast Asia: Qualitative Guidance for Insights and Decisions Related to Facebook and Instagram Use," *proceedings of the Journal of Business Research Royal Bank International Research Seminar*, Montreal Quebec, September 25-27
- Islam, M.S., Stafford, T., and Stammerjohan, W. (2019), "Big Data Analytics Challenges & Internal Audit Function (IAF)'s Reliance on Big Data Analytics," *2019 AAA AIS/SET Section Midyear Meeting. San Antonio, TX: American Accounting Association. 2018-2019 Distinguished Paper Award*.
- Farshadkhah, S., and Stafford, T. (2019). "The Role of Eyes of Others in Security Violation Prevention: Measures and Constructs." *Proceedings of the 52<sup>nd</sup> Annual Hawaii International Conference on Systems Sciences*.
- Li, Y., Stafford, T., Fuller, J.B., and Ellis, T.S. (2019). "Information-Securing in Organizations: A Dialectic Perspective," in *Proceedings of the 2019 ACM SIGMIS Conference on Computers and People Research*, Nashville, TN.
- Li, Y., Van Slyke, C., Sumner, M, Ferratt, T., and Stafford, T. (2019). "Elephant in the Classroom: Do Information Systems Professors Need to be More Techno-Savvy than Students?" in *Proceedings of the 2019 ACM SIGMIS Conference on Computers and People Research*, Nashville, TN.

- Islam, Md. Shariful, and Thomas F. Stafford (2018), "Internal Audit Function (IAF)'s Reliance on Big Data Analytics," *Proceedings of the American Accounting Association Accounting Information Systems Section annual meeting*.
- Treiblmaier, H., Burton-Jones, A., Gregor, S., Hirschheim, R., Meyers, M., and Stafford, T. (2018), "Against Method and Anything Goes? A Critical Discussion based on the Strange Ideas from Paul Feyerabend on whether Epistemological Anarchy and benefit IS Research." *Proceedings of the 2018 International Conference for Information Systems*.
- Stafford, Thomas F., Wang, T., Syler, R., and Islam, M. S. (2018), "Panel: Analytics for Accounting Information Systems Applications," *Proceedings of the 2018 Americas Conference for Information Systems*.
- Herniter, B.C., Faulkner, M.L., and Stafford, T.F. (2018), "The Flip Side of the Coin: Employer Social Networking to Find Job Seekers." *Proceedings of the 2018 ACM SIGMIS CPR Conference*.
- Han, Y., Stafford, T.F., and Ellis, T.S. (2018), "Lifecasting a Living: Why did I Choose this Technological Career?" *Proceedings of the 2018 ACM SIGMIS CPR Conference*.
- Gal, G., and Stafford, T.F. (2018), "Medical Records," *Blockchain Technology: An Emerging Issues Forum*. San Francisco: American Accounting Association.
- Li, Y., Stafford, T.F., Ellis, T.S., and Fuller, B. (2017), "Beyond Extra-Role Security Behaviors in Large Corporate Settings: The Case of Tribal Security." *Proceedings of the 2017 IFIP Working Group 8.11/11.13 Dewald Roode Information Security Workshop*.
- Stafford, T.F. (2017), "Qualifying" Quantitative Measurement of Information Systems Security Behavior: Qualitative Contributions to Neurocognitive Data Collection." *Proceedings of the 2017 IFIP Working Group 8.11/11.13 Dewald Roode Information Security Workshop*.
- Li, Y., Stafford, T.F., Fuller, B., and Ellis, S. (2017), "Beyond Compliance: Empowering Employees' Extra-Role Security Behaviors in Dynamic Environments," *Proceedings of the 2017 Americas Conference for Information Systems*.
- Islam, M.S., and Stafford, T.F. (2017), "Information Technology (IT) Integration and Cybersecurity/Security: The Security Savviness of Board of Directors," *Proceedings of the 2017 Americas Conference for Information Systems*.
- Islam, M.S., Jiang, R., and Stafford, T. (2017), "The Role of Accounting and Professional Associations in IT Security Auditing: A Research Panel," *Proceedings of the 2017 Americas Conference for Information Systems*.
- Faulkner, M.L., Herniter, B.C., and Stafford, T.F. (2017), "Job Seekers and Social Networking in the Networked Age," *Proceedings of the SIGMIS Computers and People Research Conference*.
- Stafford, Thomas F. and Rhonda Syler (2016), "Geopolitical Factors Impacting ICT4D: Comparing Singapore with Vietnam." *Proceedings of the 2016 Americas Conference for Information Systems*.
- Stafford, Thomas F. and Robin S. Poston (2016), "Validating Formative Self-Efficacy for Computer Security Solutions," *Proceedings of the 2016 IFIP Working Group 8.11/11.13 Dewald Roode Information Security Workshop*.

- Stafford, Thomas F. and George Deitz (2016), "Cognitive Neuroscience and User Computer Security Behavior," *Research Workshop on Advances & Innovations in Cyber Security*.
- Stafford, Thomas F. and Sandeford J. Schaeffer (2016), "Social-Technical Apathy or Technological Loafing?" *Research Workshop on Advances & Innovations in Cyber Security*.
- Stafford, Thomas F., Jason Rhea and Robin S. Poston (2013), "Assessing Internet Source Credibility," *Proceedings of the 2013 Americas Conference for Information Systems*.
- Stafford, Thomas F., Robin S. Poston and Rahul Paul (2012), "Internet Source Credibility: Cognitive Constructs of Trustworthiness for Online Media," *Proceedings of the IS CoRE ICIS Special Interest Group for Cognitive Research in Information Systems*.
- Stafford, Thomas F. (2011), "The Duality of Knowledge: Knowledge Transfer Practices in Outsourcing," *Proceedings of the 2011 Academy of Management Conference*. San Antonio, Texas.
- Nelson, Terry A., Thomas F. Stafford and Peter Wright (2011), "The Missing Middle: The Overlooked Importance of Middle-Quality LMX," *Proceedings of the 2011 Academy of Management Conference*. San Antonio, Texas.
- Nelson, Terry A., Thomas F. Stafford, Peter Wright and John Amis (2011), "The Meta-Structuration of Corporate Governance: The Role of Information Technology in Moderating the Agency Problem in Financial Services Firms," *Proceedings of the Southern Management Association Conference*. Savannah, Georgia.
- Nelson, Terry A. and Thomas F. Stafford (2011), "Racism Revisited: A Taxonomy for Coping with Subtle Racial Bias," *Society for Industrial & Organizational Psychology Conference*. Chicago, Illinois.
- Stafford, Thomas F., Michelle Belton, Terry Nelson and Aaron Peevyhouse (2010), "Exploring Dimensions of Mobile Information Technology Dependence," *Proceedings of the 2010 International Conference for Information Systems*.
- Stafford, Thomas F. and Ahmad Mansour Khasawneh (2009), "Individual Adopter Differences among Jordanian Technology Users," *Proceedings of the 2009 Americas Conference on Information Systems*.
- Khasawneh, Ahmad Mansour and Thomas F. Stafford (2008), "Mobile Computing in Developing Nations: The Case of Use and Adoption in Jordan," *Proceedings of the 2008 Global Information Technology Management Conference*.
- Zhang, Xihui, Thomas F. Stafford, Amy Hennington, Mark L. Gillenson and Tao Hu (2008) "A Dynamic RFID Data-Drive Supply Chain Management System," *Proceedings of the 2008 Global Information Technology Management Conference*.
- Stafford, Thomas F. (2007) "Motivations for Use of Information and Communication Technologies," *Proceedings of the 2007 Academy of Management Conference*.
- Dondanville, Christopher C. and Thomas F. Stafford (2006), "Benefiting from Open Source Development Methodologies in Global Information Systems Organizations," *Proceedings of the 2006 Americas Conference for Information Systems*.

- Bienstock, Carol C., Marla Royne Stafford, and Thomas F. Stafford (2006), "The Role of Technology in Industrial Customers' Perceptions of Logistics Service Quality and Their Future Purchase Intentions," *Proceedings of the 2006 Academy of Marketing Science Conference*.
- Stafford, Thomas F., (2004), "Computer Self-Efficacy as an Antecedent to the Acceptance of Instant Messenger Technology. *Proceedings of the 2004 Decision Sciences Institute Conference*.
- Yang, Yang, and Thomas F. Stafford (2004), "Understanding the Antecedents of Effective Knowledge-Sharing Activities: The Importance of Climate and Human Resource Management. *Proceedings of the 2004 Decision Sciences Institute Conference*.
- Yang, Yang and Thomas F. Stafford (2005), "Mobile Computing in the Organization – The Influence of Temporal Orientation Styles," *Proceedings of the 2005 Americas Conference on Information Systems*.
- Stafford, Thomas F. and Mark Gillenson (2004), "Motivations for Mobile Devices: Uses and Gratifications for M-Commerce Activities." *Proceedings of the SIGHCI Preconference*.
- Van Slyke, Craig, Thomas F. Stafford and Virginia Ilie (2004), "Grassroots Diffusion: A Research Agenda and Propositional Inventory." *Proceedings of the Diffusion Special Interest Group Preconference*.
- Stafford, Thomas F., and Andrew Urbaczewski (2004), "Spyware: A Tutorial." *Tutorial session for the 2004 Americas Conference on Information Systems*.
- Stafford, Thomas F. (2003), "Computer Self-Efficacy and Internet Use: The Case of AOL Instant Messenger." *Proceedings of the 2003 Decision Sciences Institute Conference*.
- Stafford, Thomas F. (2003), "Social and Usage Process Motivations for Internet Use: Differences between Light and Heavy Users." *Proceedings of the 2003 Americas Conference for Information Systems*. **Awarded "Best Paper" for the IT Infrastructure Track.**
- Stafford, Thomas F., Mahesh S. Raisinghani, Aykut H. Turan, and Yang Yang (2003), "Three Corners of the eWorld: Cultural Differences and Online Shopping." *Proceedings of the 2003 Global Information Technology Management Conference*.
- Stafford, Thomas F. and Marla Royne Stafford (2003), "Uses and Gratifications for Internet Use In the Distance Education Classroom," *Proceedings of the 2003 American Marketing Association Winter Educators Conference*.
- Stafford, Thomas F. and Judith C. Simon (2002), "High-Tech Adjuncts: Using Technology-Mediated Virtual Partnerships to Facilitate the Delivery of Information Systems Course Content." *Proceedings of the 2002 Decision Sciences Institute Conference*.
- Stafford, Thomas F. (2002). "Trust, Transactions and Relational Exchange: Virtual Integration and Agile Supply Chain Management." *Proceedings of the 2002 Americas Conference on Information Systems*.
- Turan, Aykut H. and Thomas F. Stafford (2002), "Knowledge Management Best Practices In Global Organizations." *Proceedings of the 2002 Global Information Technology Management Conference*.

- Bienstock, Carol C., Thomas F. Stafford and Marla Royne Stafford (2002), "Logistics Services Quality and the Concept of Acceptance: Technological Dimensions of Logistics Services and their Evaluation." *Proceedings of the 2002 Decision Sciences Institute Conference*.
- Stafford, Thomas F. (2001), "Measuring Consumer Motivations to Use Marketspace," *Proceedings of the Diffusion Interest Group in Information Technology*, [http://www.mis.temple.edu/digit/past\\_meetings/digit2001/MeasuringConsumerMotivations\\_Digit2001.pdf](http://www.mis.temple.edu/digit/past_meetings/digit2001/MeasuringConsumerMotivations_Digit2001.pdf).
- Stafford, Thomas F. (2001), "Information Technology and Inventory Management: The Case for Contemporaneous Speculation in Retailing Channels." *Proceedings of the 2001 Academy of Marketing Science Conference*.
- Newcomer, Julia and Thomas F. Stafford (2001), "Teaching Simultaneously in Dual Classrooms: Tips for When You're Asked to use Videoconferencing as an Instructional Tool." *Proceedings of the Southwest Academy of Management*.
- Stafford, Marla Royne and Thomas F. Stafford (2001), "Endorsement and Services Advertising Effectiveness: The Case of Spokespersons versus Spokescharacters." *Proceedings of the 2001 American Academy of Advertising Conference*.
- Stafford, Marla Royne and Thomas F. Stafford (2000), "Identifying the Uses and Gratifications of Web Use." *Proceedings of the 2000 American Academy of Advertising Conference*.
- Stafford, Thomas F. (1999), "Consumer Motivations for Commercial Web Site Use: Antecedents to Electronic Commerce." *Proceedings of the 1999 Americans Conference on Information Systems*.
- Stafford, Thomas F. and Marla Royne Stafford (1999), "Leadership in the Classroom: The Management of Sales Education." *Proceedings of the 1999 American Marketing Association Winter Educators' Conference*.
- Stafford, Thomas F. and Marla Royne Stafford (1998), "Uses and Gratifications of the World Wide Web: A Preliminary Study." *Proceedings of the 1998 American Academy of Advertising Conference*.
- Stafford, Thomas F. and Marla Royne Stafford (1998), "The Dimensionality of Environmental Concern: Validation of Component Measures." *Proceedings of the 1998 Academy of Marketing Science Conference*.
- Sharma, Arun and Thomas F. Stafford (1997), "Salespersons as Atmospheric Cues in Retail Environments." *American Marketing Association Retailing Special Interest Group conference on Retail Atmospherics*.
- Stafford, Thomas F. (1996), "Zen and the Art of Market Maintenance: The Changing Role of Selling in Marketing Relationships," *Proceedings of the 1996 Academy of Marketing Science Conference*.
- Stafford, Thomas F. (1996), "The Role of Affect in Interpersonal Marketing Encounters: Alternative Conceptualizations," *Proceedings of the 1996 Academy of Marketing Science Conference*.
- Stafford, Thomas F. (1995), "Perceptions of the Telemarketer: Exploring the Stereotype." *Proceedings of the 1995 American Marketing Association Summer Educators' Conference*.



- Stafford, Thomas F. and Robert A. Reeves (1995), "The Many Avenues to Compliance: Converging Interdisciplinary Perspectives." *Proceedings of the 1995 Annual Conference of The Society for Consumer Psychology*.
- Stafford, Thomas F. and Marla Royne Stafford (1994), "Elements of the Salesperson Stereotype in the Industrial Sector," *Proceedings of the 1994 American Marketing Association Summer Educator's Conference*.
- Stafford, Marla Royne and Thomas F. Stafford (1993), "Industrial Buyers' Perceptions of Salespeople: An Exploratory Investigation," *Proceedings of the 1993 Academy of Marketing Science Conference*.
- Stafford, Thomas F. and Marla Royne Stafford (1993), "The X, Y and Z of Sales Management: New Pedagogical Perspectives for Classroom Excellence," in D. Weillbaker (ed.) *Professional Sales and Sales Management Practices Leading Toward the 21st Century*. DeKalb, IL: Northern Illinois University.
- Stafford, Thomas F. and Marla Royne Stafford (1992), "Effects of Puffery and Price on Product-Sponsor Evaluations," *Proceedings of the 1992 American Academy of Advertising Conference*.
- Stafford, Marla Royne and Thomas F. Stafford (1991), "Situational Dimensions, Shopping Motives and Patronage Behavior: A Conceptual Model," *Proceedings of the 1991 Southern Marketing Association Conference*.

#### **Conference Sessions:**

- Stafford, Thomas F. (2022) "Grounding a Theory of Audit Analytics." Research workshop at the *American Accounting Association mid-year Accounting Information Systems conference*.
- Stafford, Thomas F. and Bao Duong (2020), "Social Media in Southeast Asia: Qualitative Guidance for Insights and Decisions Related to Facebook and Instagram Use." *Ignite presentation at Hawaii International Conference on System Sciences*.
- Stafford, Thomas F. (2012). Co-Chair and Facilitator: *40 Years of LMX Research: An Academy of Management Showcase Session*.
- Stafford, Thomas F. (2011). Chair: Information Acculturation in East/West Organizational Interactions. Academy of Management Conference, San Antonio, Texas.
- Stafford, Thomas F. (2010), "Expanding Minority Representation in Management Education," An Academy of Management Caucus, 2010 Academy of Management conference, Montreal, Quebec.
- Marakas, G., Stafford, T., and Torkzadeh, R. (2007), "Computer Self-Efficacy Revisited," *Diffusion Special Interest Group (DIGIT) preconference*, December 2007.
- "Meet the Editors," Presentation to the *Americas Conference for Information Systems*, August, 2006, on behalf of the *Journal of Global Information Technology Management*.

Stafford, Thomas F. (2004), "Operationalizing M-Commerce." Invited research abstract and presentation at the 2004 *Decision Sciences Conference*.

"Reviewing Manuscripts: Considerations for Authors and Reviewers." Panel presentation at the 2003 *Information Resources Management Association Conference*.

"Internet as Meta-Medium: Implications for the Multimedia Future of the Web." Thomas F. Stafford, Chair. Tutorial session presented at the 2000 *Americas Conference on Information Systems*.

Special Session Chair: "Advances in Services Promotion." 1999 *American Marketing Association Winter Educator's Conference*.

"How to Survive the Dissertation Process." Panel presentation at the 1998 *Southwestern Marketing Association Conference*.

Special Session Chair: "The Future of Marketing Education." 1997 *American Marketing Association's Summer Educator's Conference*.

Special Session Chair: "Priming and Categorization Research Applications in Sales." 1991 *American Marketing Association Winter Educator's Conference*.

### **Books:**

Stafford, Marla Royne and Thomas F. Stafford (1998). *The instructor's manual to accompany VandenBergh and Katz's Advertising Principles: Choice Challenge and Change*. Lincolnwood, IL: NTC Press.

### **Refereed Book Chapters:**

Stafford, Thomas F., and Keith L. Lindsey (2008), "Exploring Student Motivations for IP Teleconferencing In Distance Education," in Negash, S., Whitman, M., Woszczynski, A., Hoganson, K., and Mattord, H. (eds.), *Distance Learning for Real-Time and Asynchronous Information Technology Education*, Hershey, PA: IGI Global.

Stafford, Thomas F. (2007), "Computer Self-Efficacy and the Acceptance of Instant Messenger Technology," in I. Lee (ed.), *E-Business Innovation and Process Management*, Hershey, PA: Idea Group Publishing.

Stafford, Thomas F. (2007), "Spyware," in M. Quigley (ed.), *Advanced Topics in E-Business Research*, Hershey, PA: Idea Group Publishing.

Stafford, Thomas F. (2006), "Motivations for Internet Use: Media Use Perspectives," in M. Khosrow-Pour (ed.), *Encyclopedia of Information Science and Technology, Vol. 2*, Hershey, PA: Idea Group Publishing.

- Stafford, Thomas F. (2005), "Uses and Gratifications for the World Wide Web: Recent Advancements." *Encyclopedia of Information Science and Technology*, Hershey, PA: Idea Group Publishing.
- Stafford, Thomas F. (2004), "Mobile Advertising and Machine Persuasion: A New Paradigm for Source Effects," in R. Faber and M. Stafford (eds), *Advertising, Promotion and the New Media*, Austin, TX: American Academy of Advertising.
- Stafford, Thomas F., Marla Royne Stafford and Neal Shaw (2002), "Motivations and Perceptions Related to the Acceptance of Convergent Media Delivered through the World Wide Web," in M. Khosrowpour (ed.), *Advanced Topics in Information Resources Management*. Hershey, PA: Idea Group Publishing.
- Stafford, Thomas F. and Marla Royne Stafford (2001), "Investigating Social Motivations for Internet Use," in O. Lee (ed.), *Internet Marketing Research: Theory and Practice*. Hershey, PA: Idea Group Publishing.
- Stafford, Thomas F. and Marla Royne Stafford (2000), "Consumer Motivations to Engage in Electronic Commerce: Uses and Gratifications of the World Wide Web," in S. Rahman and M. Raisinghani (eds.), *Electronic Commerce: Opportunities and Challenges*. Hershey, PA: Idea Group Publishing.

#### **Refereed Other Publications:**

- Stafford, Thomas F. (2007), "Review of Z. Kurtisi, X. Gu and L. Wolf's 'Enabling Network-Centric Music Performance in Wide-Area Networks'" *Computing Reviews*, A. Pugh (Ed.), <http://reviews.com>.
- Stafford, Thomas F. (2006), "Review of A. Gupta, P. Ranganathan, P. Sarina and M. Shah's "IT Infrastructure in emerging markets: Arguing for an end-to-end perspective," *Computing Reviews*, A. Pugh (Ed.), <http://reviews.com>.
- Stafford, Thomas F. (2006), "Review of A. Ordanini's 'What drives market transactions in B2B exchanges?'" *Computing Reviews*, A. Pugh (Ed.), <http://reviews.com>.
- Stafford, Thomas F. (2005), "Review of A. Papazafeiropoulou's 'A Framework for the Investigation of the Institutional Layer of IT Diffusion: Using Stakeholder Theory to Analyze Electronic Commerce Diffusion,'" *Computing Reviews*, A. Pugh (Ed.), <http://reviews.com>.
- Stafford, Thomas F. (2005), "Review of B. Eylert's 'The mobile multimedia business: requirements and solutions,'" *Computing Reviews*, A. Pugh (Ed.), <http://reviews.com>.

- Stafford, Thomas F. (2005), "Review of S. Nambisan's 'How to prepare tomorrow's technologists for global networks of innovation,'" *Computing Reviews*, A. Pugh (Ed.), <http://reviews.com>.
- Stafford, Thomas F. (2003), "Review of S. Elliot's 'Electronic Commerce: B2C Strategies and Models,'" *Computing Reviews*, A. Pugh (Ed.), <http://reviews.com>.
- Stafford, Thomas F. (2004), "Review of P. Kavassalis, S. Lelis, M. Rafea and S. Haridi's 'What Makes a Web Site Popular?,'" *Computing Reviews*, A. Pugh (Ed.), <http://reviews.com>.
- Stafford, Thomas F. (2003), "Review of M. Tomsen and R. Faith's 'Reaching the Interactive Customer,'" *Computing Reviews*, A. Pugh (Ed.), <http://reviews.com>.
- Stafford, Thomas F. (2003), "Review of S. Huff and S. Barnes' 'Rising Sun: iMode and the Wireless Internet,'" *Computing Reviews*, A. Pugh (Ed.), <http://reviews.com>.
- Stafford, Thomas F. (2003), "Review of L. Caldwell's 'Fast Track to Profit: An Insider's Guide to Exploiting the World's Best Internet Technologies,'" *Computing Reviews*, A. Pugh (Ed.), <http://reviews.com>.
- Stafford, Thomas F. (2003), "Review of T. Liang and H. Lai's 'Effect of Store Design on Consumer Purchases: An Empirical Study of On-Line Bookstores,'" *Computing Reviews*, A. Pugh (Ed.), <http://reviews.com>.
- Stafford, Thomas F. (2002), "Review of A. Langer's 'Applied E-commerce: Analysis and Engineering for E-commerce,'" *Computing Reviews*, A. Pugh (Ed.), <http://reviews.com>.
- Stafford, Thomas F. (2002), "Review of D. Zeng's 'Managing Flexibility for Inter-Organizational Electronic Commerce,'" *Computing Reviews*, A. Pugh (Ed.), <http://reviews.com>.
- Stafford, Thomas F. (1999), "A Review of SAS for Windows 95," *Journal of the Academy of Marketing Science*, 27(1), 109-110.

#### **Invited and Non-Refereed Publications:**

- Robert, L. P., Jr., Bansal, G., Melville, N., and Stafford, T. (2020). Introduction to the special issue on AI fairness, trust, and ethics. *AIS Transactions on Human-Computer Interaction*, 12(4), 172-178.
- Stafford, Thomas F. (2017), "On Cybersecurity Loafing and Cybercomplacency," *The DATA BASE for Advances in Information Systems*, 48(3), 8-10.
- Stafford, Thomas. F. (2012), "Fast, Cheap or Good; Pick any Two," *Journal of Global Information Technology Management*, 15(3), 1.

- Stafford, Thomas F. (2007), "Review of Z. Kurtisi, X. Gu and L. Wolf's 'Enabling Network-Centric Music Performance in Wide-Area Networks,'" *Computing Reviews*, A. Pugh (Ed.), <http://reviews.com>.
- Stafford, Thomas F. (2006), "Review of A. Gupta, P. Ranganathan, P. Sarina and M. Shah's "IT Infrastructure in emerging markets: Arguing for an end-to-end perspective," *Computing Reviews*, A. Pugh (Ed.), <http://reviews.com>.
- Stafford, Thomas F. (2006), "Review of A. Ordanini's 'What drives market transactions in B2B exchanges?'" *Computing Reviews*, A. Pugh (Ed.), <http://reviews.com>.
- Stafford, Thomas F. and Patrick Y.K. Chau (2006), "Editorial: eServices," *Information Systems Journal*, 16(2), 105-106.
- Stafford, Thomas F. (2005), "Consumer Apathy and the Emerging Revenue Model of the Internet: The Economic Case for Spyware," *Journal of Electronic Commerce in Organizations*, 3(4), 1-4.
- Stafford, Thomas F. (2005), "Spyware," *Communications of the ACM*, 48(8), 34-36.
- Stafford, Thomas F., and Carol Saunders (2003), "Moving Toward Chapter Three," *e-Service Journal*, 3(1), 3-5.
- Stafford, Thomas F. (2006), "Review of A. Ordanini's 'What drives market transactions in B2B exchanges?'" *Computing Reviews*, A. Pugh (Ed.), <http://reviews.com>.
- Stafford, Thomas F. (2005), "Review of A. Papazafeiropoulou's 'A Framework for the Investigation of the Institutional Layer of IT Diffusion: Using Stakeholder Theory to Analyze Electronic Commerce Diffusion,'" *Computing Reviews*, A. Pugh (Ed.), <http://reviews.com>.
- Stafford, Thomas F. (2005), "Review of B. Eylert's 'The mobile multimedia business: requirements and solutions,'" *Computing Reviews*, A. Pugh (Ed.), <http://reviews.com>.
- Stafford, Thomas F. (2005), "Review of S. Nambisan's 'How to prepare tomorrow's technologists for global networks of innovation,'" *Computing Reviews*, A. Pugh (Ed.), <http://reviews.com>.
- Stafford, Thomas F. (2004), "Review of P. Kavassalis, S. Lelis, M. Rafea and S. Haridi's 'What Makes a Web Site Popular?,'" *Computing Reviews*, A. Pugh (Ed.), <http://reviews.com>.
- Stafford, Thomas F. (2003), "Review of S. Elliot's 'Electronic Commerce: B2C Strategies and Models,'" *Computing Reviews*, A. Pugh (Ed.), <http://reviews.com>.

- Stafford, Thomas F. (2003), "Review of M. Tomsen and R. Faith's 'Reaching the Interactive Customer,'" *Computing Reviews*, A. Pugh (Ed.), <http://reviews.com>.
- Stafford, Thomas F. (2003), "Review of S. Huff and S. Barnes' 'Rising Sun: iMode and the Wireless Internet,'" *Computing Reviews*, A. Pugh (Ed.), <http://reviews.com>.
- Stafford, Thomas F. (2003), "Review of L. Caldwell's 'Fast Track to Profit: An Insider's Guide to Exploiting the World's Best Internet Technologies,'" *Computing Reviews*, A. Pugh (Ed.), <http://reviews.com>.
- Stafford, Thomas F. (2003), "Review of T. Liang and H. Lai's 'Effect of Store Design on Consumer Purchases: An Empirical Study of On-Line Bookstores,'" *Computing Reviews*, A. Pugh (Ed.), <http://reviews.com>.
- Stafford, Thomas F. (2003), "E-Services," *Communications of the ACM*, 46(6), 27-28.
- Stafford, Thomas F. (2002), "Review of A. Langer's 'Applied E-commerce: Analysis and Engineering for E-commerce,'" *Computing Reviews*, A. Pugh (Ed.), <http://reviews.com>.
- Stafford, Thomas F. (2002), "Review of D. Zeng's 'Managing Flexibility for Inter-Organizational Electronic Commerce,'" *Computing Reviews*, A. Pugh (Ed.), <http://reviews.com>.
- Stafford, Thomas F. (1999), "A Review of SAS for Windows 95," *Journal of the Academy of Marketing Science*, 27(1), 109-110.
- Stafford, Thomas F. (1999), "Guest Editorial: Persuasion and Marketing," *Psychology & Marketing*, 16(2), 87-90.
- Stafford, Thomas F. (1999), "A Book Review of *Demography of Business Decision Making*," *Journal of the Academy of Marketing Science*, 27(1), 109.
- Stafford, Thomas F. (1997), "A Book Review of *Gift Giving: A Research Anthology*," *Journal of the Academy of Marketing Science*, 25 (4), 376.
- Stafford, Thomas F. (1996), "A Tale of Two Cities: Team Teaching in Action," *Journal of Marketing Education*, 18 (Fall), 3-13.
- Stafford, Thomas F. (1996), "New Issues in Marketing: Streamlining the Marketplace," *Academy of Marketing Science News*, 17 (4).
- Stafford, Thomas F. (1996), "New Issues in Marketing: Paradigms Lost -- The Cost We'll Pay for Relationship Marketing," *Academy of Marketing Science News*, 17 (3).
- Stafford, Thomas F. (1996), "New Issues in Marketing: Logistics, Revisited," *Academy of Marketing Science News*, 17 (2).

- Stafford, Thomas F. (1996), "New Issues in Marketing: Relationship Marketing," *Academy of Marketing Science News*, 17 (1).
- Stafford, Thomas F. (1995), "New Issues in Marketing: Integrated Marketing Communications," *Academy of Marketing Science News*, 16 (3).
- Stafford, Thomas F. (1995), "New Issues in Marketing: Database Marketing," *Academy of Marketing Science News*, 16 (4).
- Stafford, Thomas F. (1994), "Relationship Marketing: A Book Review." *Journal of Personal Selling and Sales Management*, 14 (Spring), 84-85.
- Stafford, Thomas F. (1994), "Unintended Thought: A Book Review." *Psychology and Marketing*, 11 (January/February), 85-89.
- Stafford, Thomas F. (1994), "Sales Management Role-Plays: A Book Review." *Journal of Personal Selling and Sales Management*, 14 (Summer), 95-96.
- Stafford, Thomas F. and Marla Royne Stafford (1993), "Reaction Effects in Participant Observation: A Response," *Journal of the Market Research Society*, 35 (July), 280-281.

#### **Grants and Awards:**

- 2015/16 Funding to support the study, "Behavioral Responses to Security Threats in Online Contexts." FedEx Institute of Technology Cluster for the Advancement of Cyber Security and Testing. \$10,000
- 2015/16 Funding to support the study, "Technology Dependency and CyberSecurity Loafing." FedEx Institute of Technology Cluster for the Advancement of Cyber Security and Testing. \$10,000
- 2012 Funding to support the project "Technology Dependencies across Cultural Boundaries" Fogelman College of Business and Economics, \$7000.00.
- 2011 Funding to support the research project, "A Leader-Member Exchange Perspective of Testing Organization Governance: Long-Distance LMX in Practice." Systems Testing Excellence Program of the FedEx Institute of Technology: \$2000.00.
- 2011 Funded to support the research project, "Active Priming of Cultural Stereotypes in Outsourcing Decision Making." Wang Center for International Business Education and Research (CIBER), University of Memphis: \$7000.00.
- 2006 Funding to support publication of ACM's *The DATA BASE for Advances in Information Systems* from FedEx Institute of Technology. \$40,000.

- 2005      Funding to support the research project, “Distance Education Spanning Institutional Boundaries: The Use of Internet2 Connectivity to Build Cross-Disciplinary Multi-Institutional Pedagogical Teams for Course Video Conference Content Delivery.” \$7500.00 for IP teleconference equipment purchase.
- 2005      In-kind support for data collection from America Online on Internet user perceptions of Spyware and Web site credibility. \$10,000.
- 2005      Funding support for the Faculty Development in International Business Program, Eastern Europe. \$5000 from University of Memphis Wang Center for International Business.
- 2004      In kind support for data collection from International Paper for a study of business uses of Instant Messenger technology.
- 2003      Funding to support the research project, “Distance Education Spanning Institutional Boundaries: The Use of Internet2 Connectivity to Build Cross-Disciplinary Multi-Institutional Pedagogical Teams for Course Video Conference Content Delivery.” \$4500.00 for H.323 IP teleconference equipment purchase, and additional in-kind assistance, from University of Memphis.
- 2003      Funding to support the research project, “Characteristics of Online Shopping in China.” \$6000.00 and in kind assistance, from the University of Memphis Wang Center for International Business.
- 2001      In-kind funding in support of an on-line survey for America On-Line customer uses and gratifications for Internet Web site usage: \$20,000 from Digital Marketing Services.
- 1995      Funding support from the American Academy of Advertising for the research project, “Priming to Pique: The Advantages of Atypical Advertisements For Stereotyped Product Categories.” \$1,100.00.
- 1994-95   Funding support from the Marketing Science Institute awarded for the research project, “Improving Responses to Telemarketing Presentations through Social Judgment Theory.” \$5000.00 and in-kind assistance.

**Honors:**

- 2020      Named as an Association for Information Systems “Distinguished Member.”
- 2019      Awarded Federation for Business Discipline’s Distinguished Paper Award for Islam, Md. Shariful, and Thomas F. Stafford (2018), “Big Data Analytics Challenges & Internal Audit Function (IAF)’s Reliance on Big Data Analytics.”
- 2011      Systems Testing Excellence Fellow of the FedEx Institute of Technology.



- 2010      Named Outstanding Reviewer for Academy of Management OCIS division.
- 2006      Named Suzanne Downs Palmer Associate Professor of Management Information Systems. MIS Department, University of Memphis. 2006-2007.
- 2004      Awarded “Best Paper of the Year” in *Journal of Advertising* for “Services Advertising: A Contingency-Based Approach to Evaluating Spokesperson Perceptions.”
- 2003      Awarded “Best Paper for the IT Infrastructure Track” of the 2003 AMCIS conference for “Social and Usage Process Motivations for Internet Use: Differences between Light and Heavy Users.”
- 2003      Selected for inclusion in *Who’s Who in Business Higher Education*.
- 1998      Selected as an outstanding reviewer for the 1998 Association for Consumer Research Conference.
- 1995      Recipient of the American Academy of Advertising Research Fellowship.
- 1995      Selected as a delegate to the AACSB Continuous Improvement Symposium.
- 1994      Recipient of Honorable Mention in the 1994-95 Marketing Science Institute research competition on *Challenges and Opportunities for Direct Marketing*.
- 1994      Selected for the 1994 Direct Marketing Educational Association Professor’s Institute.
- 1992      The University of Georgia Outstanding Teaching Assistant Award.
- 1991      Kathyryn H. Hunnicutt Award for Teaching Excellence. Department of Marketing, The University of Georgia.

### **Professional Activities:**

Coordinating Committee Member At-Large, American Accounting Association – SW. 2019-2021, 2020-2021.

External Grant Reviewer: Research Secretariat of Hong Kong.

Senior Editor – *Information Systems Management*. 2014 – present.

Associate Editor, *Information & Management*. 2013 – 2017

Associate Editor, *Journal of Organizational and End User Computing*. 2012 – 2017.

Associate Editor: *Journal of Electronic Commerce in Organizations*. 2003 – 2017.

Associate Editor for Research Panels, 2004 ICIS Conference.

Associate Editor for Valuing Information Technology Track, 2005 ICIS Conference.

Associate Editor: *eService Journal*. 2004 – 2017.

Associate Editor: *Journal of Global Information Technology Management*. 2009 – present.

Member of the Innovative Education Committee, Decision Sciences Institute. 2003- 2006.

Member of the Programs and Meetings Committee, Decision Sciences Institute. 2001 – 2003.

Member of the Editorial Review Board: *Information Resources Management Journal*. 2001 – 2014.

Member of the Editorial Review Board: *ACM Computing Reviews*. 2001 – 2015.

Member of the Editorial Review Board: *Journal of End User Computing*. 2002 – present.

Member of the Editorial Review Board: *Journal of Operations Management*. 2002 – 2007.

Member of the Editorial Review Board: *Journal of Electronic Commerce in Organizations*. 2002 – present.

Member of the Editorial Review Board: *Journal of Global Information Technology Management*. 2003 – present.

Member of the Editorial Review Board: *Decision Sciences Journal for Innovative Education*. 2003 –2005

Member of the Editorial Review Board: *International Journal of Cases on Electronic Commerce*. 2003 – present.

Member of the Editorial Review Board: *InfoSci-Online.com* 2002 – present.

Member of the Editorial Review Board: *International Journal of Electronic Business Research*, 2005 – present.

Member of the Editorial Review Board, *Psychology and Marketing*, 1994 - present.

Member of the Editorial Review Board, *Academy of Marketing Science Review*, 1999 – 2002.

Member of the Editorial Review Board, *Journal of Marketing Education*, 1994 - 2002.

Member of the Editorial Review Board, *Journal of Consumer Affairs*, 1998 - 2002.

Ad hoc reviewer, *Communications of the ACM*, 2003-present

Ad hoc reviewer, *Journal of Management Information Systems*, 2001- present.

Ad hoc reviewer, *International Journal of Human-Computer Studies*, 2005 – present.

Ad hoc reviewer, *International Journal of Electronic Commerce*, 2001 – present.

Ad hoc reviewer, *Information & Management*, 2003 – present.

Ad hoc reviewer, *Journal of the Academy of Marketing Science*, 1995 - present.

Ad hoc reviewer, *Journal of Advertising*, 1995 - present.

Ad hoc reviewer, *Journal of Marketing*, 1998-present

Ad hoc reviewer, *Journal of Retailing*, 2001- present.

Editor: *Academy of Marketing Science Quarterly*. June, 1997 - June 1999.

Member of the American Academy of Advertising Research Committee, 1994 - 2002.

Chair, American Academy of Advertising Research Fellowship Subcommittee, 1996.

Research Director: New Media in Marketing. American Marketing Association  
Technology Special Interest Group. 1998-1999.

Reviewer of competitive papers for the Association for Information Systems conference,  
1999 - present.

Webmaster: Academy of Marketing Science (<http://www.ams-web.org>), June 1997 –  
August 2001.

## **Professional Memberships:**

### **Association for Information Systems**

- Accounting Information Systems SIG
- Grounded Theory SIG
- Philosophy SIG

### **Academy of Management**

- Research Methods Section
- Management and Organizational Cognition Section
- Technology and Information Management Section

### **American Accounting Association**

- Accounting Information Systems Section
- Auditing Section

### **American Psychological Association**

- Society for Industrial/Organizational Psychology

# TIMELINE ADJUSTMENT FOR PROMOTION AND/OR TENURE

(formerly known as “Tenure Reduction Form”)

## FACULTY INFORMATION

**NAME:** Yajiong (Lucky) Xue **U-NUMBER:** U00784823  
FIRST MIDDLE LAST U00123456

**COLLEGE/SCHOOL:** Fogelman College of Business & Economics

**DEPARTMENT:** Management Information Systems

PLEASE CHECK ONE (1):

- ☒ **TENURE UPON APPOINTMENT\*\***
- ☐ **PROMOTION TIMELINE** **TIMELINE REDUCTION** \_\_\_\_\_ **YEAR(S)**
- ☐ **TENURE TIMELINE \*** **TIMELINE REDUCTION** \_\_\_\_\_ **YEAR(S)**
- ☐ **TENURE & PROMOTION TIMELINE \*** **TIMELINE REDUCTION** \_\_\_\_\_ **YEAR(S)**

\* WILL THIS REDUCTION RESULT IN A CHANGE IN THE INDIVIDUAL’S MID-TENURE REVIEW TIMING? ☐ YES ☒ NO

IF YES, INDICATE THE ADJUSTED MID-TENURE YEAR: \_\_\_\_\_  
 (YEAR ONLY – 20XX)

## JUSTIFICATION REQUIRED

**PLEASE SUBMIT YOUR CV AND JUSTIFICATION, ALONG WITH THIS FORM TO [PROVOST@MEMPHIS.EDU](mailto:PROVOST@MEMPHIS.EDU).**

\*\*Please reference [Section 4.9.3A in the Faculty Handbook](#) regarding procedures for Tenure Upon Appointment.  
 Tenure Upon Appointment requires review from department/college T&P committee with written acknowledgment and agreement of proposed rank.

## RECOMMEND APPROVAL

*Sandra Richardson*

CHAIR SIGNATURE

04/22/2025

DATE (MM/DD/YYYY)

RECOMMENDED

☒ YES

*RP*

DEAN SIGNATURE

04/22/2025

DATE (MM/DD/YYYY)

☒ YES

## APPROVAL

*DeJR*

PROVOST SIGNATURE

05/05/2025

DATE (MM/DD/YYYY)

APPROVED

☒ YES

**THIS ADJUSTED TENURE AND/OR PROMOTION APPLICATION SUBMISSION WILL BE FALL:**

\* TO BE COMPLETED BY PROVOST

(YEAR – 20XX)



Fogelman College of Business & Economics  
426C Fogelman College Admin. Bldg.  
Memphis, Tennessee 38152-3120  
Office: 901.678.4563  
www.memphis.edu

April 27, 2025

To: Dr. David Russomanno  
Provost

From: Dr. Sandra Richardson  
Associate Dean for Faculty and Administration

RE: Justification for Dr. Yajiong (Lucky) Xue Tenure and Promotion

The Department of Management Information Systems recently hired Dr. Yajiong (Lucky) Xue. After several recent retirements the department was left with a shortage of faculty at the rank of full professors, it was the goal of the Department to hire someone at the rank of full professor. Dr. Xue was selected in part because she meets these requirements. In addition, she is collegial, experienced with working with junior faculty and doctoral students. Her research specialty is healthcare information systems, which is a good fit for the department and the local business community.

Dr. Xue earned her PhD in Management information from Auburn University in 2004. She accepted a position as an Assistant Professor with the University of Rhode Island in 2004, as a Visiting Assistant Professor at Florida Atlantic University from 2006-2007, as a Visiting Assistant Professor at East Carolina University in 2008, and as an Assistant Professor in the Department of Management Information Systems in 2008. She earned the rank of Associate Professor at East Carolina University in 2011 and was promoted to Full Professor in 2014. She is currently the Robert Dillard Teer Distinguished Professor in the Department of Management Information Systems at East Carolina University. She also serves as the Director of the Center for Healthcare Management Systems in the College of Business at East Carolina State University.

Dr. Xue has maintained her research and has published an impressive 44 journal articles since earning the rank of Professor in 2014. Ten of the 44 publications since earning the rank of Professor have been in A+ ranked journals. She has also obtained over \$4 million dollars in research grants and has remained active in the discipline through editorial roles in the discipline's leading conferences.

Dr. Xue is an active researcher with over 44 publications over the past decade with 10 of those publications in A+ ranked journals. She has over \$4million dollars in research grants and has remained active in the discipline's *Association of Information Systems*. She has exceeded the requirements for Full Professor in the Department of Management Information Systems at the Fogelman College of Business and Economics. The Department Tenure and Promotion Committee, the College Tenure and Promotion Committee and the Dean have all reviewed her dossier and have approved her hiring at the rank of Full Professor.

# PROMOTION AND/OR TENURE RECOMMENDATION FORM

(FORMERLY KNOWN AS "T&P RECOMMENDATION SIGNATURE FORM")

## FACULTY INFORMATION

NAME: Yajiong Xue U-NUMBER: U00123456  
FIRST MIDDLE LAST

COLLEGE/SCHOOL: Fogelman College of Business & Economics

DEPARTMENT: MIS

INDIVIDUAL APPLYING FOR:

☐ PROMOTION ☒ TENURE ☐ TENURE & PROMOTION

EFFECTIVE: \_\_\_\_\_

## DEPARTMENT PROMOTION AND/OR TENURE COMMITTEE

RECOMMENDATION: ☒ POSITIVE ☐ NEGATIVE VOTE BREAKDOWN: 4 POSITIVE 0 NEGATIVE 1 ABSTAIN 0 ABSENT

  
DEPARTMENT COMMITTEE CHAIR SIGNATURE

3/26/25

DATE

## DEPARTMENT CHAIR RECOMMENDATION

RECOMMENDATION: ☐ POSITIVE ☐ NEGATIVE

Sandra Richardson  
DEPARTMENT CHAIR SIGNATURE

4.1.25

DATE

## COLLEGE PROMOTION AND/OR TENURE COMMITTEE

RECOMMENDATION: ☒ POSITIVE ☐ NEGATIVE VOTE BREAKDOWN: 7 POSITIVE 0 NEGATIVE 0 ABSTAIN 0 ABSENT

Velma Zahirovic-Herbert  
COLLEGE COMMITTEE CHAIR SIGNATURE

4/1/25

DATE

## COLLEGE DEAN RECOMMENDATION

RECOMMENDATION: ☒ POSITIVE ☐ NEGATIVE

  
COLLEGE DEAN SIGNATURE

March 31, 2025

DATE



## Yajiong (Lucky) Xue, Ph.D.

Department of MIS  
College of Business  
East Carolina University

Office: 302 Slay Hall  
Email: [xuey@ecu.edu](mailto:xuey@ecu.edu)  
Tel: 252-737-1443 (office); Cell: 561-542-8260

### Education

- Continuing Education, Certificate: Artificial Intelligence in Healthcare: Fundamentals and Applications, Massachusetts Institute of Technology, 2024
- Graduate Certificate in Global Health, Gillings School of Global Public Health, UNC-Chapel Hill, 2019
- Ph.D. in Management (area: Management Information and Technology Innovation), College of Business, Auburn University 2004  
Dissertation: Hospital Information Systems Development in Chinese Hospitals: A Process Model
- Master in Management Information Systems (MIS), College of Business, Auburn University, 2001
- B.S. in International Business, China Pharmaceutical University, 1997

### Professional Employment

#### Education

- Jan. 2023-Present **Rober Dillard Teer Distinguished Professor**, Department of Management Information Systems, College of Business, East Carolina University
- August 2014-Present **Professor & COB Fellow**, Department of Management Information Systems, College of Business, East Carolina University
- August 2008- Present **Director**, Center for Healthcare Management Systems, College of Business, East Carolina University
- August 2016-Present ECU-SAS Business Analytics Graduate Certificate **Program Coordinator**, Department of Management Information Systems, College of Business, East Carolina University
- Spring 2017 **BB&T Faculty Leadership Fellow**, Office for Faculty Excellence, East Carolina University
- January 2013-Present **Senior Researcher** (Honorary), International Research Center of Medical Administration (IRCMA), Peking University
- August 2011-July 2014 **Associate Professor**, Department of Management Information Systems, College of Business, East Carolina University
- August 2008- July 2011 **Assistant Professor**, Department of Management Information Systems, College of Business, East Carolina University
- January 2008-May 2008 **Visiting Assistant Professor**, Department of Management Information Systems, College of Business, East Carolina University
- January 2006-August 2007 **Visiting Assistant Professor**, Department of Information Technology and Operations Management, College of Business, Florida Atlantic University
- August 2004-December 2005 **Assistant Professor**, College of Business Administration, University of Rhode Island
- August 2001-August 2003 **Graduate Student Instructor**, Department of Management, Auburn University
- June 2000-May 2002 **Research Assistant**, Office of Planning and Analysis, Auburn University

#### Industry

- January 1999-January 2000 **Chief Representative Assistant**, Kirsch Pharma GmbH Germany Wuxi Office
- March 1997-January 1999 **Business Director**, Business Development Dept, Sino-Swed Pharmaceutical Company (a Pharmacia & Upjohn JV company in China)

- July-August 1996 **Business Analyst**, Nanjing Pharmaceutical Corp., Ltd. (China) -Internship

## Publication

### Peer Reviewed and Refereed Journal Paper

- Wang, Nianxin, Sijia Feng, Yuxue Yang, **Yajiong Xue** (2024, accepted) "Love at First Sight: A Text Analytical Study of Campaign Title Impact on Crowdfunding Success" *Information & Management*
- Wang, N, Hu, H, Liang, H. **Xue, Y.** (2024, accepted). "How to Develop IT Ambidexterity: Insights from the Perspective of CIO-TMT Mutual Communication". *JAIS*.
- Liang, H, Srinivas, S, **Xue, Y.** (2024, accepted). "How Mergers and Acquisitions Increase Data Breaches: A Complexity Perspective". *MIS Quarterly (available online since July 2024)*
- Yong Wang, Huigang Liang, Shuwen Sun, **Yajiong Xue** (2024) "Contractual Governance, Fairness, and Extra-Role Altruistic Behavior in Chinese Buyer–Seller Relationships" *Journal of Business-to-Business Marketing* 31(1), 115-140.
- Sun, Xiaolin; Zhu, Jiawen; Liang, Huigang; **Xue, Yajiong**; Yao, Bo (2024) "Will After-hours Technology-mediated Work Make Employees Leave? A Mediated Moderation Model" *Internet Research* 34(7), pp.55-81, January.
- Yong Wang, Huigang Liang, Shuwen Sun, **Yajiong Xue** (2024) "How Distance Influences Contractual Governance in Buyer-Seller Relationships" *Industrial Marketing Management, January 2024 pp. 1-11*
- Elizabeth Baker, Rebekah Eden, **Yajiong Xue** (2023) "Health Information Systems Research: Opportunities to Further Advance the Field" *Communications of the Association for Information Systems (CAIS) Vol. 53 (1), 984-1002. December*
- Wang, Qian; Tang, Xiaobo; Liang, Huigang; **Xue, Yajiong**; Sun, Xiaolin (2023 summer, accepted) "How the second largest shareholder affects cash dividends? An empirical study in China" *International Journal of Emerging Markets*
- Wang, J., **Xue, Y.**, & Yang, J. (2023). Can proactive boundary spanning search enhance green innovation? The mediating role of organizational resilience. *Business Strategy and the Environment*, 32(4), 1981-1995.
- Yajiong Xue**, Sy Saeed, Kalyan Muppavarapu, Katherine Jones, Linda Xue (2023) "Exploring the Impact of Education Strategies on Individuals' Attitude towards Telemental Health Service: Findings from a Survey Experiment Study", *Psychiatric Quarterly June, Vol, 94, pages: 483-499*
- S A Saeed, K Jones, A Sacks, K Craven, **Y Xue.** (2023) "Maternal Outreach Through Telehealth for Rural sites: the MOTHeRS Project" *North Carolina Medical Journal* vol 4 no 1. Pp 45-50.
- Wen Zhang, Xiaoshuang Zeng, Huigang Liang, **Yajiong Xue**, Xuanze Cao (2023) "Understanding How Organizational Culture Affects Innovation Performance: A Management Context Perspective" *Sustainability* 15(8) 6644
- Qian Wang, Huiru Chen, **Yajiong Xue**, Huigang Liang (2022) "Corporate social responsibility and firm performance: The inverted U-shape contingent on founder CEO" *Sustainability* 14(18) 11340
- Huigang Liang, Nianxin Wang, **Yajiong Xue** (2022) Juggling IT Exploration and Exploitation to Improve Organizational Agility: A Proportional Balance View of IT Ambidexterity, *Information Systems Research* 33(4) 1386-1402
- Yajiong Xue**, Sy Saeed, Huigang Liang, Katherine Jones, Kalyan Muppavarapu (2022) "Investigating the impact of Covid-19 pandemic on telepsychiatry use across sex and race: A study of North Carolina emergency departments" *Telemedicine and e-Health: The official journal of the American Telemedicine Association* 28(10) 1431-1439
- Huigang Liang, **Yajiong Xue** (2022) "Save face or save life: Physicians' dilemma in using clinical decision support systems" *Information Systems Research* 33(2), 737-758.

17. **Yajiong Xue**, Brenda Killingsworth, Yongjun Liu, Elaine Seeman, Richard Hauser (2022) “How does knowledge sharing improve global virtual team performance? *International Journal of Sociotechnology and Knowledge Development (IJSKD)* 14(1), p. 16
18. Liu, C., Liang, H., Wang, N., & **Xue, Y.** (2022). Ensuring employees' information security policy compliance by carrot and stick: the moderating roles of organizational commitment and gender. *Information Technology & People* 35(2) p. 802-834
19. Xiaolin Sun, Bo Yao, Kexin Shi, **Yajiong Xue**, Huigang Liang (2021) “The Impact of Chest Pain Center on Treatment Delay of STEMI Patients: A Time Series Study” *BMC Emergency Medicine* 21:129
20. Liang, H., **Xue, Y.**, & Zhang, Z. R. (2021). Patient satisfaction in China: a national survey of inpatients and outpatients. *BMJ open*, 11(9), e049570.
21. Li, Z., Liang, H., Wang, N., **Xue, Y.**, & Ge, S. (2021). Efficiency or Innovation?: The Long-Run Payoff of Cloud Computing. *Journal of Global Information Management (JGIM)*, 29(6), 1-23.
22. **Xue, Y.**, Yang, J., Zhang, J., Luo, M., Zhang, Z., & Liang, H. (2021). Motivating Physicians to Report Adverse Medical Events in China: Stick or Carrot?. *Journal of Patient Safety*, 17(5), e455-e461.
23. Wang, N; Liang, H; **Xue, Y**; Ge, S (2021) Mitigating Information Asymmetry to Achieve Crowdfunding Success: Signaling and Online Communication *Journal of the Association Information Systems* 22(3)
24. Cui, R., Wang, J., **Xue, Y.**, & Liang, H. (2021). Interorganizational learning, green knowledge integration capability and green innovation. *European Journal of Innovation Management*. 24(4), 1292-1314.
25. Juranru Wang, **Yajiong Xue**, Xiaolin Sun, and Jin Yang (2020) “Green learning orientation, green knowledge acquisition and ambidextrous green innovation” *Journal of Cleaner Production*, Vol 250 March
26. J. Wang, **Yajiong Xue**, J. Yang (2019) Boundary-spanning search and firms’ green innovation: The moderating role of resource orchestration capability. *Business Strategy and the Environment*, July issue
27. Nianxin Wang, Huigang Liang, Shilun Ge, **Yajiong Xue**, Jing Ma (2019) “Enablers and Inhibitors of Cloud Computing Assimilation: An Empirical Study” *Internet Research* 29(6), December pp. 1344-1369
28. Huigang Liang, **Yajiong Xue**, Alain Pinsonneault, and Yu “Andy” Wu (2019) “Understanding the Effects of Emotion-Focused Coping on Problem-Focused Coping in the IT Security Context” *MIS Quarterly* June 1, 43(2)
29. Nianxin Wang, **Yajiong Xue**, Huigang Liang, Zhining Wang, Shilun Ge (2019) “The Dual Roles of the Government in Cloud Computing Assimilation: An Empirical Study in China” *Information Technology & People* Vol. 32 Issue: 1, Feb. pp.147-170
30. **Yajiong Xue**, Huigang Liang, John Norbury, Rita Gillis, Brenda Killingsworth (2018) “Predicting the risk of acute care readmissions among rehabilitation inpatients: A machine learning approach” *Journal of Biomedical Informatics*, Vol. 86, Oct. pp. 143-148
31. Mengyun Luo, **Yajiong Xue**, Shunxing Zhang, Yuanyuan Dong, Dandan Mo, Wei Dong, Kun Qian, Yue Fang, Zhiruo Zhang, Huigang Liang (2018). What Influence the Elders’ Intention to Enroll in Nursing Homes? An Observational Study in Shanghai. *BMJ Open*, 8(9), 1-8.
32. Yu Zhang, Juanru Wang, **Yajiong Xue**, Jin Yang (2018) “Impact of environmental regulations on green technological innovative behavior: An empirical study in China” *Journal of Cleaner Production* Vol 188-July 1
33. Huigang Liang, Nianxin Wang, **Yajiong Xue**, Shilun Ge, and Sam Ransbotham (2018) “Can IT Be Too in Sync With Business Strategy?” *MIT Sloan Management Review*, Frontiers, April 23
34. Huigang Liang, Meng-Meng Wang, Jian-Jun Wang, **Yajiong Xue** (2018) “How intrinsic motivation and extrinsic incentives affect task effort in crowdsourcing contests: A mediated moderation model” *Computers in Human Behavior* April pp. 168-176
35. **Yajiong Xue**, Yuanyuan Dong, Mengyun Luo, Dandan Mo, Wei Dong, Zhiruo Zhang, Huigang Liang (2018) “Investigating the impact of mobile SNS addiction on individual’s self-rated health” *Internet Research* Vol. 28 Issue: 2, pp. 278-292

36. Huigang Liang, Nianxin Wang, **Yajiong Xue**, Shilun Ge (2017) "Unraveling the Alignment Paradox: How Does Business-IT Alignment Shape Organizational Agility?" *Information Systems Research* 28(4)
37. Huigang Liang, **Yajiong Xue**, Zhiruo Zhang (2017) "Understanding online health information use: the case of people with physical disabilities" *Journal of the Association Information Systems* 18(6)
38. Juanru Wang, Jin Yang, **Yajiong Xue** (2017) "Subjective Well-being, Knowledge Sharing and Individual Innovation Behavior: The Moderating Role of Absorptive Capacity" *Leadership and Organization Development Journal* 38(8)
39. Brenda Killingsworth, **Yajiong Xue**, Yongjun Liu (2016) "Factors influencing knowledge sharing among global virtual teams", *Team Performance Management* Vol 22, Iss: 5/6, pp.284-300
40. Nianxin Wang, Huigang Liang, Yu Jian, Shilun Ge, **Yajiong Xue**, and Zhining Wang (2016) Cloud Computing Research in the IS Discipline: A Citation/Co-Citation Analysis. *Decision Support Systems* Vol 86, Issue C, June pp.35-47
41. Huigang Liang, Jian-Jun Wang, **Yajiong Xue**, and Xiao-Cong Cui. (2016) "IT Outsourcing Research from 1992 to 2011: A Citation-Based Analysis". *Information & Management* 53(2), pp.227-251
42. Brenda Killingsworth, **Yajiong Xue** (2015) "Investigating Factors Influencing Students' Learning in a Team Teaching Setting" *International Journal of Cognitive Research in Science, Engineering, and Education* Vol.3
43. **Yajiong Xue**, Huigang Liang, Victor W.A. Mbarika, Richard Hauser, Paul Schwager, Mequanint Kassa (2015) "Understanding Healthcare Professionals' Resistance of Telemedicine: An Empirical Study in Ethiopia" *International Journal of Medical Informatics* 84(8), pp. 537-547
44. Huigang Liang, Jerry Peng, **Yajiong Xue**, Xitong Guo, Nengmin Wang (2015) "Understanding employees' system exploration: an integrative view of task, system, and organizational environment". *Journal of Management Information Systems* 32(1) pp322-357
45. Huigang Liang, **Yajiong Xue**, and Liansheng Wu. (2013). Mandating employee compliance with IT usage: carrot, stick, and regulatory focus. *Information Systems Research* 24(2) pp. 279-294
46. Nelish Saraf, Huigang Liang, **Yajiong Xue**, and Qing Hu (2013). How does organizational absorptive capacity matter in the assimilation of enterprise information systems? *Information Systems Journal*. 23(3), pp. 219-244
47. Sheng Han, Huigang Liang, **Yajiong Xue**, and Luwen Shi (2013). Can Price Controls Reduce Pharmaceutical Expenses? A Case Study of Antibacterial Expenditures in Twelve Chinese Hospitals from 1996 to 2005. *International Journal of Health Services*.43(1) pp. 91-103
48. Yongjun Liu, **Yajiong Xue**, Gordon Liu, Aixia Ma (2013) "Development of Foreign Invested Hospitals in China: Obstacles and Coping Strategies" *Journal of Hospital Administration* 2(3) pp. 142-150
49. Zhiliang Zhou, **Yajiong Xue**, Qineng Ping (2013) "Consumer Choice of Purchasing Private Label Drugs: An Empirical Study in China" *Health Marketing Quarterly* 30(4) pp. 349-361
50. Nianxin Wang, Huigang Liang, Weijun Zhong, **Yajiong Xue**, and Jinghua Xiao. (2012). Resource structuring or capability building? An empirical study of strategic value of information technology. *Journal of Management Information Systems*. 29(2), pp. 325-367.
51. **Xue, Y**, Liang, H, Wu, X, Gong, H, Li, B, & Zhang, Y. (2012). Effects of EMR in a Chinese hospital: A time series analysis. *International Journal of Medical Informatics*. 81(10), pp. 683-689
52. **Xue, Y.**, Liang, H., Hauser, R. and Ohara, M. (2012). Team Climate, Procedural Justice, and Intrinsic Motivation: A Study of Knowledge Sharing within Teams in Distance Education. *International Journal of Knowledge Management*. 8(3), pp. 48-62.
53. Zhiliang Zhou, **Yajiong Xue**, Qineng Ping, (2012) "Private label drugs in China: the consumer perspective", *International Journal of Pharmaceutical and Healthcare Marketing*, Vol. 6 Iss: 2, pp.124 - 139



54. **Yajiong Xue**, Huigang Liang, and Liansheng Wu. (2011). Punishment, justice, and compliance with mandatory IT usage. *Information Systems Research*. 22(2), pp. 400-414.
55. Nianxin Wang, **Yajiong Xue**, and Huigang Liang, and Shilun Ge. (2011). Antecedents of revolutionary changes of business-IT alignment: a case study of two companies. *Communications for the AIS*. 28(1), 26.
56. **Yajiong Xue**, John Bradley, and Huigang Liang. (2011). Team climate, empowering leadership, and knowledge sharing. *Journal of Knowledge Management*. 15(2), pp. 299-312.
57. Huigang Liang, Jinxi Ding, and **Yajiong Xue**. (2011). China's drug innovation and policy environment. *Drug Discovery Today*. 16(1-2), 1-3
58. Huigang Liang, **Yajiong Xue**, and Susan Chase (2011). Online health information seeking by people with physical disabilities. *International Journal of Medical Informatics*. 80(11), 745-753.
59. Xiaodong Guan, Huigang Liang, **Yajiong Xue**, and Luwen Shi. (2011). An analysis of China's national essential medicine policy. *Journal of Public Health Policy*. 32(3), 305-319.
60. Jinxi Ding, **Yajiong Xue**, and Huigang Liang, Rong Shao, and Yongfa Chen. (2011). From imitation to innovation: China's drug R&D and relevant national policies. *Journal of Technology Management and Innovation*. 6(2), 1-13.
61. Kittipong Laosethakul, **Yajiong Xue** (2011) "A Preliminary Investigation of Intention to Use of an Electronic Textbook" *Ubiquitous Learning: An International Journal*, 3(4) pp.113-126.
62. Huigang Liang, **Yajiong Xue** (2010) "Understanding security behaviors in personal computer usage: a threat avoidance perspective" *Journal of the Association for Information Systems (JAIS)* 11(7), 394-413
63. Huigang Liang, **Yajiong Xue**, Weiling Ke, K. K. Wei (2010) "Understanding the influence of team climate on IT use: an informational social influence perspective" *Journal of the Association for Information Systems (JAIS)* 11(8), 414-432
64. Huigang Liang, **Yajiong Xue** (2009) "Avoidance of IT Threats: A Theoretical Perspective" *MIS Quarterly* 33(1) 71-90
65. **Yajiong Xue**, Huigang Liang, & William R. Boulton (2008) "IT Governance in Information Systems Investment Decision Making Processes: A Dynamic View of External Environment, Internal Context, and Investment Characteristics" *MIS Quarterly* 32(1) 67-96
66. Huigang Liang, Nilesh Saraf, Qing Hu, & **Yajiong Xue** (2007) "Assimilation of Enterprise Systems: The Effect of External Institutional Pressures and the Mediating Role of the Top Management" *MIS Quarterly* 31(1), 59-87
67. Paul A. Pavlou, Huigang Liang, & **Yajiong Xue** (2007) "Understanding and Mitigating Uncertainty in Online Environments: An Agency Theory Perspective" *MIS Quarterly* 31(1), 105-136
68. **Yajiong Xue**, Huigang Liang (2007) "Understanding PACS Development in Context: the Case of China" *IEEE Transactions on Information Technology in Biomedicine: Special Issue on Image Management in Healthcare Enterprise* 11(1), 14-16
69. **Yajiong Xue**, Huigang Liang (2007) "Analysis of Telemedicine Diffusion: the Case of China" *IEEE Transactions on Information Technology in Biomedicine* 11(2), 231-233
70. Huigang Liang, **Yajiong Xue**, & Bruce A. Berger. (2006). "Web-based intervention support system for health promotion." *Decision Support Systems (DSS)*. 42(1) pg. 435-449
71. Huigang Liang, **Yajiong Xue**, Xiaocheng Wu (2006). "Investigating User Acceptance of Computerized Physician Order Entry" *International Journal of Healthcare Information Systems and Informatics (IJHISI)* 1(2) pg.39-50
72. **Yajiong Xue**, Huigang Liang, William R. Boulton, Charles A. Snyder. (2005). "ERP implementation failures in China: Case studies with implications for ERP vendors" *International Journal of Production Economics (IJPE)* 97(3) pg. 279-295
73. Huigang Liang, **Yajiong Xue**, K. Laosethakul, & L. Scott. (2005). "Research report: trust, uncertainty, and online prescription filling." *Communications of the AIS (CAIS)*. 15, 41-60.
74. **Yajiong Xue**, Chetan S. Sankar, & Victor W.A. Mbarika. (2004-2005) "Information Technology

- Outsourcing and Virtual Team” Journal of Computer Information Systems (JCIS) Winter 45(2) pg. 9-16
75. **Yajiong Xue** & Huigang Liang. (2004). “IS-driven process reengineering: China's public health emergency response to the SARS crisis.” Journal of Information Technology Theory & Application (JITTA), 6(3), 41-58
  76. Huigang Liang, **Yajiong Xue** (2004). “Coping with ERP-related contextual issues in SMEs: a vendor’s perspective” Journal of Strategic Information Systems (JSIS), 13(4), 399-415
  77. Huigang Liang, **Yajiong Xue**, Terry Byrd, & Kelly Rainer. (2004). “EDI usage in China's healthcare organizations: the case of Beijing's hospitals.” International Journal of Information Management, 24(6), 507-522.
  78. Huigang Liang, **Yajiong Xue** (2004). “Investigating public health emergency response information system initiatives in China.” International Journal of Medical Informatics, 73(9-10), 675-685.
  79. P.K.Raju, Chetan S. Sankar, & **Yajiong Xue** (2004) “A curriculum to enhance decision-making skills of technical personnel working in teams.” European Journal of Engineering Education (EJEE), Special Issue: Educating Engineers for Adding Value, Vol. 29, No. 3, pp. 437-450
  80. Huigang Liang, **Yajiong Xue**, William R. Boulton, & Terry A. Byrd. (2004) “Why Western Vendors don’t Dominate China’s ERP Market?” Communications of the ACM (CACM), Vol. 47, No. 7, pp.69-72
  81. Huigang Liang, **Yajiong Xue**, & Terry A. Byrd. (2003) “PDA Usage in Healthcare Professionals: Testing an Extended Technology Acceptance Model” International Journal of Mobile Communications (IJMC), Vol. 1, No. 4, pp.372-389

#### Journal Paper under Review or Working Paper

1. Liang, Huigang; Rahman, Md Jabir; **Xue, Yajiong** (under 2<sup>nd</sup> round review) “What Tasks Lead to AI Aversion? The Moderative Mediation of Trust and Distrust” MIS Quarterly
2. **Yajiong Xue**, Sy Saeed, Huigang Liang (under 1<sup>st</sup> round review) “A Framework for Providing Collaborative Healthcare for High-Risk Pregnant Women in Rural and Other Underserved Settings” Psychiatric Quarterly
3. Huigang Liang, Jun Yin, **Yajiong Xue** “Functional Peer Network & Employee Job Performance” Rejected by Management Science; under revision for submitting to a journal
4. John Drake, Nikhil Mehta, Chris Furner, **Yajiong Xue** “The influence of privacy policies and privacy breaches on perceptions of contract violations: A triadic interaction” Rejected by MIS Quarterly; under revision for submitting to a journal
5. **Yajiong Xue**, Linda Xue, Sy Saeed “Design to Dissemination: Optimizing End-User Reach in Individual Information Systems ---A Case of Virtual Community House for Children in North Carolina” final data collection process, early draft is ready

#### Funded Research Projects

1. 2023-26 United Health Foundation. Caring for the Mental Health and Wellbeing of Children: Using Telepsychiatry to Enhance Access to Care and Promote Well-Being. The United Health Foundation. PI: Saeed, Funding: \$3,272,706, **Role: Co-investigator – Responsible for developing a virtual community house, creating an AI-embedded knowledge-sharing platform, and managing data and analytics.**
2. 2021- 26. A Partnership to Bridge the Behavioral Health Care Gap at Elizabeth City State University (ECSU). To address the access to behavioral health care challenge for students at ECSU by using NC STeP model. Funded by the BlueCross BlueShield of NC. PI: Saeed, Funding: \$1,543,477, **Role: Co-investigator – Responsible for data management and analytics, and developing advocacy strategies for telemental health services.**
3. 2020-25 HRSA grant, Telehealth network grant program: \$1.2 million; Title: Enhancing Access, Quality,

and Outcomes of Mental Health Care in Emergency Departments: Expansion of the NC Statewide Telepsychiatry Program, **Role: PI – Oversee the operations and coordination of all participating rural clinics, organize quarterly meetings with site leaders, supervise mental health providers' activities, work on annual and final reports for HRSA, and coordinate and communicate with the HRSA officer on a monthly basis.**

4. 2020- 22. Maternal Outreach Through Telehealth for Rural Sites (MOTHeRS) Project. This project encompasses patient, nurse navigator, diabetes educator, behavioral health manager, primary obstetrician, maternal fetal medicine (MFM) specialist, and psychiatrist, to provide support and the insights of specialty physicians to identified rural obstetric practices seeing high risk pregnant women. Funded by the United Health Foundation. PI: Saeed. Funding: \$1.2M, **Role: Consultant** – Contributing to the development of an interdisciplinary collaborative healthcare model.
5. Development and evaluation of a predictive model for 30-day readmission: a regional rehabilitation center perspective (2017-2018) Agency: East Carolina University Interdisciplinary Research Awards, **Role: PI**
6. Data complexity in large-medium enterprises (2015-2019) Agency: National Natural Science Foundation of China; PI: Nianxin Wang; **Role: Co-investigator.**
7. Reengineering of management information systems based on cloud computing (2014-2018) Agency: National Natural Science Foundation of China; PI: Shilun Ge; **Role: Co-investigator.**
8. Enterprise IT Capability and Business Value (2012-2014) Agency: National Natural Science Foundation of China. PI: Nianxin Wang; **Role: Co-investigator**
9. Business Strategy and IT Capability Alignment (2012-2013) Agency: National Natural Science Foundation of China. PI: Nianxin Wang. **Role: Co-investigator**
10. Healthcare Innovative in Eastern North Carolina. Grant Source: EOSA program, East Carolina University, Year: 2011-2012; **Role: PI**
11. A multi-media Case Study Pedagogical Approach on Electronic Health Records for STEM Students, Funding agency: NSF; Year: 2010; PI: Victor W.A. Mbarika; **Role: ECU Site Collaborator**
12. Multiple years of ECU COB Summer Research Awards, **Role: PI**
13. Investigating the Role of Contract Research Organizations (CROs) in China's biotech economy. Grant Source: Chinese Government, 2008; **Role: External Expert**
14. Investigating the R&D models in biotech/biopharmaceutical companies. Grant Source: Beijing Municipal Science and Technology Commission, 2007-2008; **Role: Consultant**
15. 2008-2010 Yangtze River Logistics. Grant Source: Jiangyin City Government **Role: Member of Strategic Advisory Board**
16. Online Health Info. Use among Neurologically Disabled People Grant source: Stand Among Friends, 2007; PI: Huigang Liang; **Role: Interview Expert**
17. Investigating the role of government support in biopharmaceutical industry. Grant Source: Chinese Government, 2006 ; **Role: External Expert**
18. Developing a Generic Trust Model in Human and Cyber Networks. Grant Source: Council for Research, University of Rhode Island, 2005, **Role: Co-PI**, PI: Yan Sun
19. Excellence in Management: Research on Chinese state-owned enterprises and mobile telecommunications in China. Grant Source: Auburn University, 2003, **Role: investigator**
20. Biomedicine in Beijing: Building evaluation framework of technology innovation. Grant Source: Chinese Government, 2002, 2004; **Role: External Expert**
21. Establishing China's biotechnology industry statistical standard. Grant Source: National Development and Reform Commission, 2003; **Role: External Expert**

#### **Industry grants/sponsorship for education**

22. Pitsco Education, January 2019 Pitsco

23. 2018, 2019 ECU SAS Day event sponsorship, SAS
24. 2018, 2019 ECU SAS Visual Analytics, Enterprise Miner, and Viya trainings

#### *Bookcase or Chapter*

1. Huigang Liang, **Yajiong Xue**, and Xiaocheng Wu. (2008). Understanding physicians' adoption of physician order entry. In *Healthcare Information Systems and Informatics: Research and Practices*, J. Tan (ed.), IGI Global.
2. **Yajiong Xue**, Chetan S. Sankar, & Victor W.A. Mbarika. (2005) "Information Technology Outsourcing and Virtual Team" Global Communication Strategies: A Focus on Virtual Teams, ICFAI (Institute of Chartered Financial Analysts of India) University Press (Reprint from journal article)
3. **Yajiong Xue**, Xuan Xie (2002) "China's Telecommunications Industry Today" Management of Telecommunications: Business Solutions to Business Problems Enabled by Voice and Data Communications edited by Charles Snyder, Houston H. Carr. McGraw-Hill/Irwin, 2<sup>nd</sup> edition.

#### *Conference Proceeding*

1. Md Jabir Rahman, Huigang Liang, **Yajiong Xue** (2023) "AI Aversion: A Task Dependent Multigroup Analysis" PACIS, Nanchang, China July
2. **Yajiong Xue**, Huigang Liang, Jun Yin (2019) "Developing a Virtual Reality System to Alleviate Mild Cognitive Impairment in China" Annual Meeting of American Conference on Information Systems (AMCIS), Cancun, Mexico, August
3. Li, Z., Liang, H., Wang, N., **Xue, Y.**, Ge, S. (2019) "Will the Could fly with Internet plus?" 2019 CSWIM Shenzhen, China
4. Huigang Liang, **Yajiong Xue**, Zhiruo Zhang (2017) "Old enough to be immune? An exploratory study of WeChat addiction's effect on health" SIG-Health ICIS workshop, Seoul, Korea
5. Huigang Liang, Jun Yin, **Yajiong Xue** (2017) "Using Social Network Data to Predict System Usage" CSWIM, Nanjing China
6. **Yajiong Xue**, Hanxi Zhang, Ming Yuan, Huigang Liang (2017) "Impact of WeChat Use among Cancer Patients' Informal Caregivers: An Exploratory Intervention Study in China" SEDSI, Charleston, SC
7. Huigang Liang, **Yajiong Xue** (2016) "Face loss and resistance to clinical decision support systems" 15<sup>th</sup> Pre-ICIS SIG-HCI Workshop, Dublin, Ireland, December
8. **Yajiong Xue**, Huigang Liang (2016) "Face saving and resistance to clinical decision support systems" CSWIM, Dalian, China
9. Han Yan, **Yajiong Xue**, Huigang Liang (2016) "Investigating the Impact of Music during Tours in China's Setting" SEDSI, Williamsburg, VA
10. **Yajiong Xue**, Huigang Liang, Victor W.A. Mbarika, Richard Hauser, Paul Schwager (2014) "Understanding Healthcare Professionals' Resistance of Telemedicine: An Empirical Study in Ethiopia" PACIS 2014 Chengdu, China
11. Huigang Liang and **Yajiong Xue** (December 2013) "Online Health Information Use by Disabled People: The Moderating Role of Disability" International Conference on Information Systems, Milano, Italy 2013
12. Zhining Wang, Nianxin Wang, Huigang Liang, and **Yajiong Xue**. (2013). Intellectual Capital, Innovation Capability, Environmental Dynamism and Firm Performance: An Empirical Study. China Summer Workshop on Information Management. Tianjin, China.
13. Vipin Devgan, Wenli Wang and **Yajiong Xue** (December 2012) "Enabling Beliefs, Satisfactions, and Information Security Compliance in Mandatory Technology Settings" Workshop on E-business 2012 (Orlando, FL)
14. Huigang Liang, **Yajiong Xue** (December 2012) "An Exploratory Study of Online Health Information Use by People with Disabilities" DIGIT 2012 (Orlando, FL)



15. Yuanxun Gu, **Yajiong Xue**, Zhongdong Xiao (October 2009) “Unveiling Secrets of Chinese Successful Software Companies” IEEE Systems, Man, and Cybernetics (IEEE SMC), San Antonio, Texas
16. Huigang Liang, **Yajiong Xue** (June 2009) “Understanding Computer Users’ Avoidance of IT Threats”, China Summer Workshop on Information Management (CSWIM), Guangzhou, China
17. Huigang Liang, **Yajiong Xue**, Liansheng Wu (August 2007) “Auditor Effectiveness and Efficiency in Workpaper Review: The Impact of Regulatory Focus” Academy of Management Annual Conference, Philadelphia, PA **Best Paper Proceedings (Human Resources division)**
18. Kittipong Laosethakul, Thaweephan Leingpibul, **Yajiong Xue**, Nikhil Mehta (August 2007) “Gender Stereo Typing of Computing: Cross Culture Comparison- the US, China, and India” 2007 Annual Meeting of American Conference on Information Systems (AMCIS)
19. Weiling Ke, **Yajiong Xue**, Huigang Liang, K. K. Wei (August 2006) “Understanding Team Influence on Professionals’ Acceptance of Large-Scale Systems” Pacific Asia Conference on Information Systems (PACIS) 2006 Kuala Lumpur, Malaysia
20. Nilesh Saraf, Huigang Liang, **Yajiong Xue**, & Qing Hu (August 2006) “The Moderating Role of Absorptive Capacity in the Assimilation of Enterprise Information Systems” AMCIS 2006 Acapulco, Mexico
21. **Yajiong Xue**, Huigang Liang, Liansheng Wu (August 2006) “Organizational Control and IT-based Compliance Systems: A Regulatory Focus Theory Perspective” Academy of Management (AOM) Annual Conference Atlantic, GA
22. Huigang Liang, **Yajiong Xue** (August 2006) “Avoidance of IT Threats” Academy of Management (AOM) Annual Conference Atlantic, GA
23. Jim Ryan, **Yajiong Xue**, Huigang Liang (August 2005). “Organizational Structural and Cultural Influences in Hospital Information Systems Integration” 2005 Annual Meeting of American Conference on Information Systems (AMCIS)
24. Paul Pavlou, Huigang Liang, **Yajiong Xue** (August 2005). “Understanding and mitigating uncertainty in online environments: a longitudinal analysis of the role of trust and social presence.” 2005 Academy of Management Meeting Annual Meeting. Best Paper Proceedings, 1<sup>st</sup> Runner-Up Best Paper Award (OCIS Division)
25. **Yajiong Xue**, Huigang Liang, William R. Boulton (August 2005). “Exploring Interaction among Factors Influencing Information Systems Investment Decision Making.” 2005 Academy of Management Annual Meeting TIM Division
26. Huigang Liang, Nilesh Saraf, Qing Hu, **Yajiong Xue** (December, 2004) “Complex systems assimilation: the case of Chinese companies” Pre-ICIS 2004 International Symposium/Forum “IT/IS Issues in Asia-Pacific Region”
27. Huigang Liang, **Yajiong Xue**, Paul Hart. (2004) “Development and Validation of Decisional Balance Measurement for Online Shopping” DSI 2004, 5801-5806.
28. **Yajiong Xue**, Huigang Liang, Yusheng He, William R. Boulton (August, 2004) “Development of China’s Public Health Emergency Response Information System” 2004 Annual Meeting of American Conference on Information Systems (AMCIS)
29. **Yajiong Xue**, Huigang Liang (August, 2004) “Investigating Telemedicine Adoption in China” 2004 Annual Meeting of American Conference on Information Systems (AMCIS)
30. Huigang Liang, **Yajiong Xue**, Kittipong Laosethakul, Nikhil Mehta (August, 2004) “Trust in Online Prescription Filling” 2004 Annual Meeting of American Conference on Information Systems (AMCIS)
31. Huigang Liang, Nilesh Saraf, Qing Hu, **Yajiong Xue** (August, 2004) “Assimilation of Information Technology in Enterprise Business Processes” 2004 Annual Meeting of American Conference on Information Systems (AMCIS)
32. **Yajiong Xue**, Chetan S. Sankar, Huigang Liang, Randy Bradley, & Victor W.A. Mbarika (2003) “Virtual team, multimedia case study, and team performance.” 2003 International DSI
33. **Yajiong Xue**, Huigang Liang, Kittipong Laosethakul, Summer Bartczak (August, 2003) “An

investigation of Business Planning and Information Systems Planning Integration within Chinese Companies” 2003 Annual Meeting of American Conference on Information Systems (AMCIS)

34. **Yajiong Xue**, Chetan S. Sankar, Victor W.A. Mbarika (March, 2003) “Multimedia and Virtual Teams: Results of an Experimental Research” ASEE SE Section
35. Huigang Liang, **Yajiong Xue**, Terry Byrd, Bing Jiang, & Luwen Shi. (Accepted) “Investigate the extent of EDI usage in China’s Healthcare Organizations: the Case of Beijing’s Hospitals” Hawaii International Conference on System Sciences (HICSS) 2003 (Withdrawn since no author could attend HICSS)
36. Huigang Liang, **Yajiong Xue**, & Kem Krueger (March, 2003) “Development of an Online Pharmacoeconomics Abstract Review Application”, 2003 Annual Meeting of the Southern Association for Information Systems (SAIS)
37. Nikhil Mehta, **Yajiong Xue**, Kittipong Laoethakul (March, 2003) “Moderating Effects of Instruction Method, Computer Self-Efficacy, and Computer Attitude on the Ability to Work in New Software” 2003 Annual Meeting of the Southern Association for Information Systems (SAIS)

#### *Conference Poster & Presentation & Paper Discussion & Newsletter Article*

1. **Yajiong Xue**, Sy Saeed, Linda Xue, Palmer Edwards (March, 2024) “Addressing Children’s Mental Health Care Disparities with a Virtual Community House” AMIA Informatics Summit, Boston, MA
2. American Psychiatric Association Annual Meeting, San Francisco, May 2023 “Building and Sustaining a Statewide Telepsychiatry Network: A Decade Long Experience of the North Carolina Statewide Telepsychiatry Program (NC-STeP).” Session chair: Sy Atezaz Saeed Presenters: Lucia Smith-Martinez, Radhika Kothadia, Katherine Jones, **Yajiong Xue**
3. **Yajiong Xue** “Virtual Reality and Mental Health” The next generation internet: The role of metaverses, AR, VR, MR, and digital twins research workshop in Philadelphia, April 27-28, 2023.
4. **Xue, Y.**, Liang, H., He. Y (2019) “Promoting AI Products in Mother’s Online Social Groups: A social contagion approach” INFORMS, Seattle, WA
5. **Xue, Y.**, Liang, H., Norbury, J. W., Gilis, R., & Killingsworth, B. L. (2018). Predicting Return to Acute Care Hospitals among Rehabilitation Patients. In *2018 Inform Analytics Conference*. Baltimore.
6. **Xue, Y.**, Norbury, J. W., Gillis, R., Killingsworth, B. L., & Liang, H. (2017, November). *Development of a predictive model for returns to acute: a regional rehabilitation center perspective. Annual Meeting of the Decision Sciences Institute (DSI)*. Washington DC.
7. Liang, H., **Xue, Y.**, & Zhang, Z. (2017, December). *Old enough to be immune? An exploratory study of WeChat addiction’s effect on health. SIG-Health ICIS Workshop*. Seoul, Korea.
8. Huigang Liang, **Yajiong Xue**, Anne M. Robertson, Y. Hughs, PA Gray, and Patty Lewis. (2016) “An Exploratory Study of Continued Use of HIE?” AMIA annual meeting, Chicago, IL, November
9. Killingsworth, B., **Xue, Y.**, Lopez, C., & Liang, H. (2015). *Redesign a computer introduction course using the replacement model. Think-In*. Greenville North Carolina.
10. **Xue, Y.**, & Liang, H. (2015). *Conducting Information System Studies in China’s Healthcare Sector. PACIS*. Singapore.
11. **Xue, Y.**, & Liang, H. (2014). *Creating Fit between Student Learning and Information Technology in Distance Education. Think-In*. ECU North Carolina.
12. **Yajiong Xue**, Huigang Liang, Xiaocheng Wu, Hai Gong (April 2013) “Evaluating the Impact of Computerized Physician Order Entry on Antibiotics Overdose in a Chinese Hospital” 2013 Business of Healthcare Symposium, East Carolina Heart Institute at ECU, North Carolina
13. **Yajiong Xue**, Huigang Liang “Community-engaged Healthcare IT Education” Think-in 2013, East Carolina University, North Carolina

14. **Yajiong Xue**, Gloria Jones, Kim Schwartz, Akintunde Abisogun, John Arthur Davis Jr. , Jessica Lynne Chirico (Sep-Oct 2012) “Telehealth Education for Health Communities and Universities” NOSC 2012 (the University of Alabama, AL)
15. Yufeng Tu, Criston Cox, and **Yajiong Xue** (November 2011) “Balance Decision Speed and Decision Quality Using Business Intelligence Systems” INFORMS 2011, Charlotte, NC
16. **Yajiong Xue**, Brenda Killingsworth, Yongjun Liu, and Huigang Liang (November 2011) “Explicit and Tacit Knowledge Sharing with Global Virtual Teams” INFORMS 2011, Charlotte, NC
17. **Yajiong Xue**, Huigang Liang, Xiaocheng Wu, Hai Gong (June 2011) “Evaluating the Impact of EMR in a Chinese Hospital” 2011 International Biomedical Informatics Summit, Beijing, China
18. Kittipong Laoethakul, **Yajiong Xue** (Dec. 2010) "A Preliminary Investigation of Intention to Use an Electronic Textbook". Ubiquitous Learning Conference, Vancouver, Canada
19. Huigang Liang, Nianxin Wang, Weijun Zhong, **Yajiong Xue** (December, 2010). “Resource picking or capability building? An empirical study of strategic value of information technology”. *MIS Quarterly author pre-ICIS workshop, Saint Louis, Missouri*
20. **Yajiong Xue**, Huigang Liang (December, 2010) “Promoting Acceptance of Citizen Card: a Case in China” Pre-ICIS SIG e-Government workshop, Saint Louis, Missouri
21. **Yajiong Xue**, Brenda Killingsworth, Huigang Liang (November 2010) “Explicit and Tacit Knowledge in Global Virtual Teams”, Think-in 2010, East Carolina University, North Carolina
22. Huigang Liang, **Yajiong Xue**, Susan Chase (2010) “Investigating disabled people’s use of online health information” Business of Healthcare Symposium, East Carolina Heart Institute, North Carolina
23. **Yajiong Xue**, Brenda Killingsworth (November 2009) “Thinking about Online Education from Global Perspective”, Think-in 2009, East Carolina University, North Carolina
24. Criston Cox, **Yajiong Xue**, Yufeng Tu (October 2009) “Assessing the Impact of Business Intelligence Systems on Decision Speed and Decision Quality” INFORMS San Diego, California
25. **Yajiong Xue**, Brenda Killingsworth (Spring 2009) “Using Global Virtual Teams to Provide Students with Unique Learning Experiences” North Carolina Distance Learning Association e-Letter, 6(4), 3
26. **Yajiong Xue**, Huigang Liang (August 2009) “All-in-one card, no longer a dream: the case of Jiangyin Citizen Card project” AMCIS 2009: MISQE Workshop on Developing Papers for Practitioner Audiences, San Francisco, California
27. **Yajiong Xue**, Huigang Liang, Carole M. Cotter (August 2006) “Using IT Governance to Ensure Hospital System Integration” AMCIS 2006: MISQE Workshop on Developing Papers for Practitioner Audiences Acapulco, Mexico
28. Huigang Liang, **Yajiong Xue** (December 2005) “Development of Technology Threat Avoidance Model” JAIS Sponsored Theory Development Workshop Las Vegas, NV
29. Huigang Liang, **Yajiong Xue**, Bruce A. Berger. (September 2004) “Development of Decision Support Software for Medication Persistency” MedInfo 2004
30. **Yajiong Xue**, Huigang Liang, & Xingbing Wu (2003) “Beijing Dabao Cosmetics Co. Ltd.: Implementing ERP” 2003 Annual Decision Sciences Institute Meeting (DSI), Washington DC, November
31. Huigang Liang, **Yajiong Xue** (2002) “Predict healthcare professionals' usage of personal digital assistants” American Society of Health-System Pharmacists (ASHP) Summer Meeting Baltimore, June

#### *Invited Presentation/Talk*

1. “Design to Dissemination: Optimizing End-User Reach in Individual Information Systems” East China University of Science & Technology, July 2024
2. Welcome talk at International Workshop on Emerging IT Management, Jiangsu, June 2024
3. “Opportunities on Emerging IT Management Research” Welcome talk at 2019 International Workshop on

Emerging IT Management, Jiangsu, June 2019

4. “Pharmaceutical Industry Development in the Big Data Era” China State Pharmacopoeia Commission and Jiangsu Provincial Food and Drug Inspection Institute, Nanjing, July 2015
5. “Healthcare Informatics Research in the Big Data Era” Keynote Speech, International Workshop on E-Business and New Manufacturing and New Services, Suzhou University, June 2015
6. “Health Information Exchange Evaluation: The Case of CCHIE” Duke Health Informatics Research Seminar, April 2015
7. “Employees’ Exploration of Complex Systems: An Integrative View” UNC Greensboro PhD Research Seminar, April 2015
8. “Analytics 3.0 and Research Opportunities” Xi’an Jiaotong University, June 2014
9. “Analytics 3.0: Opportunities and Challenges” Northwestern Polytechnical University, June 2014
10. Panel Discussion, “China’s Role in Global Drug R&D in 2020”, 8<sup>th</sup> International China Pharmaceutical R&D Summit, Shanghai, China May 2013
11. Keynote Speaker, China’s Fourth National Junior Faculty Accounting Research Symposium “Theory Building and Survey Testing” Peking University, July 2011
12. “Survey Method in Managerial Accounting: An Inter-disciplinary Perspective” Peking University, June 2011
13. “Punishment, Justice, and Compliance with Mandatory IT Usage” Jiangsu Science & Technology University, May 2010
14. “Advanced Research Method: Research in Pharmaceutical Industry”, School of International Pharmaceutical Business, China Pharmaceutical University, Nanjing, China, May 2010
15. “Advanced Research Method: The Evidence from IS Area”, School of International Pharmaceutical Business, China Pharmaceutical University, Nanjing, China, May 2009
16. “IT Governance in IT Investment Decision Processes”, School of Economics & Management, Southeast University, Nanjing, China May 2009
17. “IT Governance in IT Investment Decision Processes”, Guanghua School of Management, Beijing University, May 2009
18. “Organizational Control and IT-based Compliance Systems: A Regulatory Focus Theory Perspective” Department of Management, International Business & Entrepreneurship, Florida Atlantic University, March 2006
19. “Decreasing medication dropout: a study to develop and evaluate intervention software using the transtheoretical model of change and motivational interviewing” Cancer Prevention Research Center (CPRC) University of Rhode Island, March 2005
20. “Strategic Management of Health Care Organizations” College of Pharmacy, Beijing University, March 2003

## **Academic Service**

### **Journal/Magazine Editor**

- Associate Editor, Communications of the AIS (CAIS), 2009-Present  
<http://aisel.aisnet.org/cais/whatsnew.html>
- Senior Editor, Harvard China Review (HCR), 2005-2006 <http://www.harvardchina.org/magazine/index.html>

### **External Examiner**

- University of Newcastle upon Tyne, UK (2006-2007) a. Sai Chung Hui “A two-tier adaptive approach to securing successful EPR implementation” – DBA dissertation

### **IS Professional/Program Committee Services**

1. Associate Editor, Communications of the AIS 2009-present



2. AMCIS Healthcare Mini-track co-chair: 2020 to present
3. Reviewer, HICSS since 2015
4. Reviewer, 14<sup>th</sup> International Conference on Design Science Research in Information Systems and Technology (DESRIST 2019), Worcester, MA, Jun 2019
5. Book chapter reviewer: "A Hands-On Introduction to Data Science, 1<sup>st</sup> Edition, Chirag Shah, Rutgers University" Cambridge University Press. Reviewed three chapters in Jan. 2019
6. Mini-track co-chair, 2019 AMCIS Role of Technology in Improving Healthcare Delivery Processes, Cancun, Mexico
7. Book chapter reviewer: "Information Systems and Business Driven Technology" Baltzan's New Edition, 2018, Reviewed two chapters.
8. Mini-track co-chair, 2018 AMCIS Role of Technology in Improving Healthcare Delivery Processes, New Orleans, LA
9. Mini-track co-chair, 2017 AMCIS Role of Technology in Improving Healthcare Delivery Processes, Boston, MA
10. Mini-track co-chair, 2016 AMCIS Role of Technology in Improving Healthcare Delivery Processes, San Diego, CA
11. Mini-track co-chair, 2015 Americas Conference on Information Systems (AMCIS) Role of Technology in Improving Healthcare Delivery Processes
12. Program steering committee, 2014 NC Health Informatics Career and Internship Fair/Symposium
13. Track co-chair, 2014 PACIS (Cloud Computing)
14. Mini-track co-chair, 2014 Americas Conference on Information Systems (AMCIS) Healthcare Mini track (Healthcare Process Improvement)
15. Reviewer, ECIS 2012
16. Associate Editor, ICIS 2011 Healthcare Track
17. Associate Editor, PACIS IS Implementation Track 2011, PACIS 2012
18. Ad-hoc Reviewer, MIS Quarterly, Since 2009
19. Ad-hoc Reviewer, Information Systems Research (ISR), Since 2012
20. Ad-hoc Reviewer, Information Systems Journal (ISJ), Since 2011
21. Ad-hoc Reviewer, IEEE Transactions on Engineering Management, Since 2009
22. Ad-hoc Reviewer, IT & People, Since 2009
23. Ad-hoc Reviewer, Journal of Global Information Technology Management, Since 2009
24. Ad-hoc Reviewer, European Journal of Information Systems (EJIS), Since 2007
25. Ad-hoc Reviewer, Information Systems Management (ISM), Since 2006
26. Ad-hoc Reviewer, Communications of the AIS (CAIS), Since 2005
27. Ad-hoc Reviewer, Journal of Global Information Management (JGIM), Since 2005
28. Ad-hoc Reviewer, Communications of the ACM (CACM), Since 2003
29. Ad-hoc Reviewer, Journal of Information Technology Theory & Application (JITTA), Since 2004
30. Ad-hoc Reviewer, International Journal of Production Economics (IJPE), Since 2003
31. Mini track Chair and Reviewer: 2009 Americas Conference on Information Systems (AMCIS) Healthcare Mini track (Nurturing Healthcare IT Success)
32. Reviewer: 2006 International Conference on Information Systems (ICIS), Web-based information systems & applications; IT for underserved communities; Security & assurance
33. Reviewer: 2005 International Conference on Information Systems (ICIS), Valuing IT opportunities
34. Reviewer, 2005 Academy of Management (AOM) Annual Meeting, Technology and Innovation Management (TIM) track
35. Reviewer: 2006 Hawai'i International Conference on System Sciences (HICSS), Information Technology in Health Care
36. Program Committee and Reviewer, 2003 and 2004 Americas Conference on Information Systems

(AMCIS) Healthcare Mini track

37. Reviewer, 2004 Americas Conference on Information Systems (AMCIS) IT in Education Mini track
38. Reviewer, 2004 National Decision Sciences Institute (DSI) Conference
39. Reviewer, 2003 Annual Meeting of the Southern Association for Information Systems (SAIS)
40. Book Proposal Reviewer, Thomson Course Technology “Customer Relationship Management” book 2005
41. Book Reviewer, Thomson Course Technology “Customer Relationship Management” Chapters 2006
42. Book Reviewer, McGraw-Hill Wireless Project: Chapters 1-14 Summer 2005
43. Division Logo Designer, Academy of Management (AOM), Organizational Communication and Information Systems (OCIS) Division

#### **Researcher/Academic Consultant Service**

1. Summer 2002-2008, Research Expert Panel, Beijing Biotech & Pharma., Beijing, China
2. Spring 2003-2012, Researcher, International Center of Medical Administration (ICMA), Beijing University, China

#### **Faculty Advise Service**

1. Mengyuan Farley, **Yajiong Xue**, Huigang Liang (March 2015) “HIE Implementation in North Carolina” Research and Creativity Week (RACW), Student Poster, ECU, NC
2. Mengyuan Fang, **Yajiong Xue**, Huigang Liang “Effects and Sustainability of Healthcare Information Exchange” 2014 NC Health Informatics Career Fair/Symposium, Greenville NC, Best Student-led Research Poster Award
3. Ph.D. Dissertation Committee member (2010-2013), TUI University (*Vipin Devgan*)
4. Ph.D. Dissertation Committee member (2007-2010), TUI University (Criston W. Cox, Ph.D. student in MIS)
5. Ph.D. Student Independent Study Advisor (2004-2005), University of Rhode Island (Mark M. Lennon, Ph.D. student in Management)
6. University Honor Program Faculty Sponsor (Spring 2005), University of Rhode Island (Kelly Barker, MIS senior student)
7. MIS Special Problem: Network Security (Spring 2005), University of Rhode Island (Devlin O'Brien, MIS senior student)

#### **University/College/Department Service**

1. Department personnel committee (Spring 2013-present), ECU
2. Leadership committee member (2016-present), College of Business, East Carolina University
3. Organizing committee chair (2016-present) Big Data at ENC symposium
4. Founding program chair (2016-2017) ECU-SAS joint Business Analytics graduate certificate program
5. Organizing committee co-chair (2009-2015) Business of Healthcare Symposium
6. Integration committee member (2009-2015), College of Business, East Carolina University
7. Strategic planning committee member (2014) NC Health Informatics Career Fair and Symposium
8. Leadership Coach, (2009-2014), College of Business, East Carolina University
9. Co-op committee member (2008-2014), College of Business, East Carolina University
10. ISM3011 Introduction to MIS course reform committee member (2006) Florida Atlantic University
11. Invited Speaker, Chinese New Year, The Office for Students with Disabilities (2006) Florida Atlantic University
12. Invited Assistant, Global U7 Consortium (2004) University of Rhode Island, Inha University in South Korea, RMIT in Australia, the University of Haifa in Israel, the University of Le Havre in France, the University of Washington, and Xiamen University in China

13. College of Business Graduate Committee Member (Fall 2005), University of Rhode Island
14. College of Business Undergraduate Committee Member (2004-2005), University of Rhode Island

#### **Other Service**

- The ICT University, <http://www.ictuniversity.org/index.php>, Board Member
- Greenville Chinese School, Principal (volunteer)

#### **Teaching (all course teaching evaluations are available upon request)**

##### **Graduate Course Taught**

- MIS6863 Enterprise Infrastructure, East Carolina University
- MIS6933 Data Mining, East Carolina University.
- ISM6026 Management of Information Systems and Technology, Florida Atlantic University
- BAC500 Computing for Management, University of Rhode Island

##### **Undergraduate Course Taught**

- MIS4123 Telecommunications and Network, East Carolina University
- MIS3063 Introduction to MIS, East Carolina University
- ISM3011 Introduction to MIS, Florida Atlantic University
- ISM4323 Security Management, Florida Atlantic University
- MIS420 Business Data Communications & Networking, University of Rhode Island
- MIS310 Applications of Microcomputer Software in Business, University of Rhode Island
- MNGT3070 Business Computer Applications, Auburn University
- MNGT4880 MIS Projects-Electronic Commerce, Auburn University

#### **Award, Honor, and Other Recognition**

1. 2022 A top 50 IS researchers worldwide by the AIS research ranking in 2007-2021
2. 2022 Outstanding faculty recognition, East Carolina University
3. 2021 Best Paper Award Nominee Journal of the Association for Management Systems
4. Emerald Management Review Citations of Excellence 2011 and 2014
5. Ranked among the top 30 worldwide based on the number of publications at the four top IS journals (MISQ, ISR, JMIS, and JAIS) during 2008-2012
6. Nominated and selected for Marquis Who's Who In America, 2006
7. 1st Runner-up Best Paper Award, Academy of Management Annual Conference, Organizational Communication and Information Systems (OCIS) Division (2005)
8. William H. Holley, Jr. Outstanding Doctoral Student of the Year, Auburn University (2003)
9. Outstanding Doctoral Student, Association for Systems Management (ASM), Auburn University (2003)
10. PhD Student Fellowship, Department of Management, Auburn University (2002-2003)





## **5. Tenure and Promotion of Faculty**

For Approval

Presented by David Russomanno

# The University of Memphis Board of Trustees

## Recommendation for Approval

**Date:** June 4, 2025

**Committee:** Academic and Student Affairs Committee

**Presentation:** Tenure and Promotion of Faculty (Recommendation for Approval)

**Presented by:** Dr. David Russomanno, Executive Vice President for Academic Affairs and Provost

### **Background:**

Tenure is the principle that entitles a faculty member continuation of his or her annual appointment until relinquishment or forfeiture of tenure, or until termination of tenure for adequate cause. A healthy tradition of academic freedom and awarding tenure and promotion are uniquely fundamental to the academy and essential to the proper functioning of a university. Faculty members eligible for tenure must serve a probationary period and must demonstrate continuing value to the institution.

Tenure and promotion are granted only by positive action by the Board of Trustees to faculty members in a department, school, or college of the University of Memphis. The list of faculty members recommended for tenure and promotion is attached.

### **Recommendation:**

The Academic and Student Affairs Committee recommends that the Board approve and grant tenure and promotion to the faculty members recommended by the provost in the department, school or college of the University indicated in the meeting materials.

**NOTE:** 25 faculty members recommended Tenure and Promotion this year  
1 faculty member recommended Tenure

# The University of Memphis

## 2025 Tenure and Promotion List

College/School	Faculty Name	Department	Current Rank	New Rank	Tenure and Promotion
<b>College of Arts and Sciences</b>					
	Andrew Guthrie	City and Regional Planning	Assistant Professor	Associate Professor	X
	Amy Cook	Computer Science	Assistant Professor	Associate Professor	X
	Timothy McCuddy	Criminology and Criminal Justice	Assistant Professor	Associate Professor	X
	Eric Schlich	English	Assistant Professor	Associate Professor	X
	Bradley Dixon	History	Assistant Professor	Associate Professor	X
	Ching-Chi Yang	Mathematical Sciences	Assistant Professor	Associate Professor	X
	David Gray	Philosophy	Assistant Professor	Associate Professor	X
	Daniel Smith	Philosophy	Assistant Professor	Associate Professor	X
	Derefe Chevannes	Political Science	Assistant Professor	Associate Professor	X
	Minhae Cho	School of Social Work	Assistant Professor	Associate Professor	X
<b>College of Communication and Fine Arts</b>					
	Rebecca Howard	Art and Design	Assistant Professor	Associate Professor	X
	Holly Derr	Theatre and Dance	Assistant Professor	Associate Professor	X
	Tracy Thomas	Theatre and Dance	Assistant Professor	Associate Professor	X
<b>College of Education</b>					
	Melanie Burgess	Counseling, Educational Psychology, and Research	Assistant Professor	Associate Professor	X
	Eli Jones	Counseling, Educational Psychology, and Research	Assistant Professor	Associate Professor	X
<b>Fogelman College of Business &amp; Economics</b>					
	Allen Carrion	Finance, Insurance, and Real Estate	Assistant Professor	Associate Professor	X
	Alex Lindsey	Management	Assistant Professor	Associate Professor	X
<b>Herff College of Engineering</b>					
	Farhad Jazaei	Civil Engineering	Assistant Professor	Associate Professor	X
	Daniel Foti	Mechanical Engineering	Assistant Professor	Associate Professor	X
	Amir Hadadzadeh	Mechanical Engineering	Assistant Professor	Associate Professor	X
<b>Kemmons Wilson School Hospitality and Resort Management</b>					
	Rui Qi		Assistant Professor	Associate Professor	X
<b>Lowenberg College of Nursing</b>					
	Sheri Howard		Assistant Professor	Associate Professor	X
<b>School of Public Health</b>					
	Courtnee Melton-Fant		Assistant Professor	Associate Professor	X
	Xichen Mou		Assistant Professor	Associate Professor	X
<b>University Libraries</b>					
	Ashley Roach-Freiman		Assistant Professor	Associate Professor	X

Total of 25 faculty recommended for Tenure and Promotion

## 2025 Tenure List

College/School	Faculty Name	Department	Current Rank	New Rank	Tenure
<b>College of Arts and Sciences</b>					
	Charles Garner	Chemistry	Assistant Professor	Associate Professor	X

Total of 1 faculty recommended for Tenure



## 6. Promotion of Faculty

Report

Presented by David Russomanno

# The University of Memphis Board of Trustees

## Information

**Date:** June 4, 2025

**Committee:** Academic and Student Affairs Committee

**Presentation:** Promotion of Faculty (information)

**Presented by:** Dr. David Russomanno, Executive Vice President for Academic Affairs and Provost

### Background:

Faculty promotion serves as recognition of excellence. Faculty who serve in tenured, clinical, research, teaching, and practice tracks are eligible to apply for promotion after five years in rank (or upon approved timeline adjustments). Promotion is an important component of retaining high quality faculty that provide the essential instruction, scholarship and service that are fundamental to the academy and essential to the proper functioning of a university.

**NOTE:** 33 faculty were promoted this year

**The University of Memphis**  
**2025 Promotions**

College/School	Faculty Name	Department	Current Rank	New Rank	Promotion
<b>Cecil C Humphreys School of Law</b>					
	Lynda Black		Associate Professor	Professor	X
	Carrie Kerley		Assistant Professor of Teaching	Associate Professor of Teaching	X
<b>College of Arts and Sciences</b>					
	Katherine Lambert-Pennington	Anthropology	Associate Professor	Professor	X
	Andrew Senter	Criminology and Criminal Justice	Assistant Professor of Teaching	Associate Professor of Teaching	X
	William Dean Clement	English	Assistant Professor of Teaching	Associate Professor of Teaching	X
	Donal Harris	English	Associate Professor	Professor	X
	Caroline Peyton	History	Assistant Professor of Teaching	Associate Professor of Teaching	X
	Kas Saghafi	Philosophy	Associate Professor	Professor	X
	Emily Fulmer	Political Science	Assistant Professor of Teaching	Associate Professor of Teaching	X
	Brook Marcks	Psychology	Associate Professor	Clinical Associate Professor	X
	Philip Pavlik	Psychology	Associate Professor	Professor	X
	Melanie Conroy	World Languages and Literatures	Associate Professor	Professor	X
<b>College of Communication and Fine Arts</b>					
	Amanda Young	Communication and Film	Associate Professor	Professor	X
	Terris King	Journalism and Strategic Media	Assistant Professor of Teaching	Associate Professor of Teaching	X
	Martin McCain	Rudi E Scheidt School of Music	Associate Professor	Professor	X
	Albert Nguyen	Rudi E Scheidt School of Music	Associate Professor	Professor	X
	Mary Wilson	Rudi E Scheidt School of Music	Associate Professor	Professor	X
	Sarah Brown	Theatre and Dance	Associate Professor	Professor	X
<b>College of Health Sciences</b>					
	Tracy Bruen		Clinical Assistant Professor	Clinical Associate Professor	X
	Gregory Hughes		Clinical Assistant Professor	Clinical Associate Professor	X
	James McDaniel		Assistant Professor of Teaching	Associate Professor of Teaching	X
	Jacquelyn Pence		Research Assistant Professor	Research Associate Professor	X
	Mandy Taylor		Assistant Professor of Teaching	Associate Professor of Teaching	X
<b>Fogelman College of Business &amp; Economics</b>					
	Andrew Hussey	Economics	Associate Professor	Professor	X
	Wendy Bedwell	Management	Assistant Professor of Teaching	Associate Professor of Teaching	X
	Sandra Richardson	Management Information Systems	Associate Professor	Professor	X
<b>Herff College of Engineering</b>					
	Stephen Strain	Biomedical Engineering	Assistant Professor of Teaching	Associate Professor of Teaching	X
	Claudio Meier	Civil Engineering	Associate Professor	Professor	X
<b>Kemmons Wilson School Hospitality and Resort Management</b>					
	William Mullins		Assistant Professor of Teaching Coordinator	Associate Professor Teaching Coordinator	X
<b>School of Communication Sciences &amp; Disorders</b>					
	Jennifer Taylor		Clinical Associate Professor	Clinical Professor	X
<b>School of Public Health</b>					
	Xinhua Yu		Associate Professor	Professor	X
<b>University Libraries</b>					
	Irma Singarella		Associate Professor	Professor	X
<b>Lowenberg College of Nursing</b>					
	Shkendie Papraniku		Clinical Associate Professor	Clinical Professor	X

Total of 33 faculty were promoted





## **7. Bachelor of Applied Science Approval**

For Approval

Presented by David Russomanno and Russ  
Deaton

# *Bachelor of Applied Science*

## *Academic and Student Affairs Committee*

David Russomanno

Executive Vice President for Academic Affairs and Provost

June 4, 2025

UofM Lambuth Campus



**Board of  
Trustees**

# Bachelor of Applied Science (B.A.S.) Goals

- Offer condensed curricula in areas of applied technology with reduced barriers to entry and that provide in-demand workforce skills.
- Create collaborative and innovative programs that are responsive to workforce needs.
- Provide a baccalaureate degree completion pathway for students in Tennessee Colleges of Applied Technology, Applied Associate of Science degree programs, returning learners with some college credit, learners currently in the workforce, and similar cohorts.
- Establish curricular pathways to award academic credit toward a BAS degree for non-degree credentials, credit for prior learning, and other experiences outside the classroom.
- Provide pathways for traditional baccalaureate students at the University of Memphis to acquire workforce skills that make them more marketable to employers by pairing other majors with BAS programs or awarding academic credit for non-degree credentials and other experiences outside the classroom.



# B.A.S. Curriculum

- Three concentrations in Information Technology, Manufacturing Supervision, and Construction Leadership of 24-37 credits.
- 120 Semester Credit Hours Total.
- 32 credits of general education for the B.A.S. degree only.
- 7-9 credits of core requirements, consisting of ethics and professionalism, a capstone project or internship, and technical certification and licensures.
- 42-57 credits of electives.
- Future concentrations in Applied AI, Applied Cybersecurity, and Organizational Leadership.

# B.A.S. Background

- Offered at UofM by new Department of Applied Technology in the Polytechnic@UofM
- Work on articulation agreements with TCAT's and Community Colleges underway.
- Programs piloted during 2025-2026 AY through Bachelor of Professional Studies.

## B.A.S. Resources

- The Polytechnic@UofM was created by reorganizing academic programs and reallocating resources.
- Information Technology and Manufacturing programs moving from College of Professional and Liberal Studies to B.A.S. with current students.
- B.A.S. also supported by HCOE student services, advising, and career services.
- B.A.S. supported by ET faculty and two faculty moving from CPLS.
- Adding two new teaching faculty, business officer, and grant coordinator.

## B.A.S. Finances

- New Recurring Expenditures of \$584,979 in year 0 to \$635,383 in year 5.
- Enrollment of 100 in year 1, growing to 280 by year 5.
- Tuition revenue of \$1,142,800 in year 1, growing to \$3,428,000 in year 5.
- Aggressively pursue both Federal and State workforce grants and support from industry with goal of \$1,500,000 per year in year 5.

# The University of Memphis Board of Trustees

Recommendation

For Approval

**Date:** June 4, 2025

**Committee:** Academic and Student Affairs Committee

**Presentation:** For Approval

**Presented by:** David Russomanno

## **Background:**

As a newly established academic unit within the Herff College of Engineering at the University of Memphis, the Polytechnic@UofM focuses on workforce-aligned, accessible education from K-12 through postsecondary. The proposed Bachelor of Applied Science (B.A.S.) offers condensed curricula, in technical areas that are relevant to industry and with reduced math barriers to entry. With many electives, the programs enable easier transfer credit and credit for experiences outside the classroom, including non-degree credentials, meeting diverse learner needs and attracting new learners to the programs. In addition, these electives can be used by students to pair another degree program with a Polytechnic program. Thus, students could pursue simultaneously their academic interests and workforce preparedness, or pair a technical area with non-technical content, like communication skills. Initially, the B.A.S. will consist of three concentrations in Information Technology, Manufacturing Supervision, and Construction Leadership, will have a reduced general education requirement of 32 credits for the B.A.S. degree only, and requirements for experiences outside the classroom, such as non-degree credentials, internships, or work experience.

## **Motion to be Made:**

The Academic and Student Affairs committee recommends a motion to approve the Bachelor of Applied Science (B.A.S.) degree program with concentrations in Information Technology, Manufacturing Supervision, and Construction Leadership, and a reduced general education requirement of 32 semester credit hours for the B.A.S. degree only.



# Bachelor of Applied Science Program Proposal

(Letter of Notification for THEC)

## Section 1: Overview

### Bachelor of Applied Science

Institution	The University of Memphis
Program Name:	Bachelor of Applied Science
Degree Designation	B.A.S.
CIP Code:	<ul style="list-style-type: none"><li>• <a href="#">11.0103 Information Technology.</a></li><li>• <a href="#">15.1501) Engineering/Industrial Management.</a></li></ul>
Proposed Implementation Date:	Fall 2026
Academic Program Liaison name and contact information:	Dr. David Russomanno, Executive Vice President for Academic Affairs and Provost

## Table of Contents

Section 1: Overview .....	1
Bachelor of Applied Science.....	1
Section II: Background .....	2
Purpose and Nature of Academic Program .....	2
Alignment with State Master Plan and Institutional Mission .....	3
Institutional Capacity to Deliver Proposed Program .....	4
Existing Programs Offered at Public and Private Tennessee Institutions .....	4
Accreditation.....	4
Section II: Feasibility .....	4
Section IV: Implementation Timeline .....	9
Section V: Student Interest and Community Partnerships .....	10
Section VI: Curriculum .....	12
Goals And Outcomes.....	12
Academic Program Requirements .....	13
Existing and New Courses .....	23
Section VII: Projected Costs and Revenues for the Proposed Program.....	23
Section VIII: Institutional Resources .....	24
Section IX: NAPP Appendices.....	27

## Section II: Background

### Purpose and Nature of Academic Program

Though the value of a college degree is supported by the data, rising costs, student debt, and doubts about the relevance of degrees for the work force have eroded confidence in higher education [Lumina/Gallup Poll, <https://www.gallup.com/analytics/644939/state-of-higher-education.aspx>].

Moreover, it has been slow to adapt their academic programs to be more responsive to workforce needs. 85% of recent college graduate respondents agreed in a survey: “I wish my college had better prepared me for the workplace” [M.C. Perna, “[New Data Reveals Just How Deep The College Crisis Goes](#),” *Forbes*, January 28, 2025].

As a newly established academic unit within the Herff College of Engineering at the University of Memphis, The Polytechnic@UofM focuses on workforce-aligned, accessible education from K-12 through postsecondary. The proposed Bachelor of Applied Science (BAS) offers condensed curricula in technical areas that are relevant to industry and with lower math barriers to entry. With many electives, the programs enable easier transfer credit and credit for experiences outside the classroom, including non-degree credentials, meeting diverse learner needs and attracting new learners to the programs. In addition, these electives can be used by students to pair another degree program with a Polytechnic program. Thus, students could simultaneously pursue their academic interests and workforce preparedness or pair a technical area with non-technical content, like communication skills.

The goals of the Bachelor of Applied Science programs are:

1. Offer condensed curricula in areas of applied technology with reduced barriers to entry and that provide in-demand workforce skills.
2. Create collaborative and innovative programs that are responsive to workforce needs.
3. Provide a baccalaureate degree completion pathway for students in Tennessee Colleges of Applied Technology, Associate of Applied Science degree programs, returning learners with some college credit, learners currently in the workforce, and similar cohorts.
4. Establish curricular pathways to award academic credit toward a BAS degree for non-degree credentials, credit for prior learning, and other experiences outside the classroom.
5. Provide pathways for traditional baccalaureate students at the University of Memphis to acquire workforce skills that make them more marketable to employers by pairing other majors with BAS programs or awarding academic credit for non-degree credentials and other experiences outside the classroom.

The BAS program has 120 semester credit hours and will be delivered in a combination of modes (on-ground, online, hybrid) to suit the needs of the students. Three concentrations in Construction Leadership, Information Technology, and Manufacturing Supervision are being proposed. The decision was made to deliver content in concentrations to allow the program to remain agile and responsive to changing industry and workforce needs.

In addition to providing access to workforce skills to students in traditional baccalaureate programs, the BAS will attract new cohorts of learners by providing pathways to degrees for students at Tennessee

Colleges of Applied Technology (TCAT), in Associate of Applied Science programs at community colleges (CC), who are currently in the workforce, who are returning with some college credit, or who want a degree that will enhance their employability and quality of life. Moreover, many students at our institution do not complete degree programs for a variety of reasons – financial, academic, or family issues. Students in the BAS programs are required to attain certifications, which even if they do not complete the degree, will enable them to improve their job prospects. Also, students who are unable to overcome the calculus barrier in engineering or computer science could transfer their credits to a BAS program and complete their degree.

### Alignment with State Master Plan and Institutional Mission

The proposed Bachelor of Applied Science in the Polytechnic@UofM aligns with the following components of the Tennessee Master Plan for Higher Education.

1. Early postsecondary opportunities (EPSOs): The Polytechnic has a unique opportunity to partner with University Schools to integrate critical skills development throughout K-12 with an emphasis on high school. The university and college of engineering currently offer extensive dual enrollment opportunities to University High students. Programs at the Polytechnic will enhance and broaden opportunities for micro-credentials and technical certifications in workforce skills. Other local school systems will be engaged to develop similar opportunities.
2. Access: The programs in the Polytechnic have been intentionally designed to lower the math barriers to entry, while still providing important skills. The Bachelor of Science program in Engineering Technology has been mined to create 30-40 credit modules in important areas like information technology, manufacturing, and construction that are accessible to a wide range of students, from high school students (for whom math is an obstacle) to returning learners. The program will create multiple pathways for traditional students from high schools, TCAT and community college students, and students currently in the work force. Credit for prior learning and aggressive transfer policies will be implemented to enable accessibility.
3. Outreach to Adults: The Polytechnic will offer both degree and non-degree programs for adult learners to provide skills that will enable them to attain increased job opportunities and higher wages. Micro-credentials, stackable certifications, and continuing education will be an emphasis.
4. The Future Workforce: Close cooperation with industry to develop programs that are directly aligned with workforce needs is a primary focus of the Polytechnic@UofM. Programs are designed for maximum flexibility that enable a technical core to be combined with other degrees or content areas so students can acquire more of the 14 foundational skills outlined in the master plan. For example, information technology could be combined with oral and written communication skills, or creativity and problem-solving. Thus, the Polytechnic will work to have a responsive and agile curricular change process to ensure programs remain relevant. In addition, the content of programs will be offered in flexible ways, such as online, traditional in-person, degree programs, not-for-credit certificates, etc.... to increase access and thus, impact. High schools, TCATs, and community colleges will be engaged to create stackable credentials across multiple pathways. Future programs have been identified as Applied AI, Applied Cybersecurity, Automation, and Healthcare Technology.
5. CTE and Work-Based Learning: Dual enrollment opportunities and clear matriculation pathways will be developed for students in TCAT and AAS programs at community colleges by close

collaboration among faculty from those institutions. Students will have the opportunity to pursue a bachelor's degree while enrolled in a technical education program.

The Polytechnic@UofM is closely aligned with ASCEND, the strategic plan of the University of Memphis. Specifically, the Polytechnic reduces barriers to matriculation in technology curricula, creates multiple pathways for students to access educational programs, provides opportunities for better jobs and wages to all our students, and augments technical skills with broader content to produce well-rounded, educated, and successful citizens.

### Institutional Capacity to Deliver Proposed Program

The BAS program will leverage resources in the Herff College of Engineering (HCOE) (Advising, Recruiting, Career Services), as well two staff members who are moving to the Polytechnic@UofM from the College of Professional and Liberal Studies (CPLS), including advising and instructional support. The BAS programs will use courses from the existing Engineering Technology BS program, with ET faculty supporting those courses. The existing programs in IT and Manufacturing from CPLS have been preserved, and faculty are moving or being added to support those programs. There are commitments for two new teaching faculty and an administrative staff member to support the program. The loss of programs in information technology will impact the College of Professional and Liberal Studies.

### Existing Programs Offered at Public and Private Tennessee Institutions

Institution	Federal CIP Code	Major/Concentration Name	AWARD	Degrees Awarded: 2022-2024
ETSU	12.0503.00	CULINARY LEADERSHIP	BAS	1
	52.0213.00	INDUSTRIAL LEADERSHIP	BAS	2
	13.1299.00	PROFESSIONAL DEVELOPMENT	BAS	14
UTC	06.11.1003.00	INFORMATION TECHNOLOGY IN CYBERSECURITY	BAS	4
UTC	09.15.0407.00	MECHATRONICS ENGINEERING TECHNOLOGY	BAS	54
UTC	32.52.0213.00	APPLIED LEADERSHIP	BAS	42

### Accreditation

No other accreditation other than SACS regional accreditation is sought. Program relevance will be shown through certifications.

## Section II: Feasibility

The Bachelor of Applied Science degree at the University of Memphis will be structured around three (3) primary areas of concentration: 1) Manufacturing Supervision, 2) Construction Leadership, and 3) Information Technology. This degree program of study and respective concentrations will be implemented by the new organizational unit – The Polytechnic@UofM. The results of this feasibility study will be reflective of these concentrations.

Most of the resources for the BAS program are being reallocated to the Polytechnic@UofM from other units at the University of Memphis, including the Department of Engineering Technology, the College of Professional and Liberal Studies, and the College of Education.

#### *National Workforce Projections*

According to the US Bureau of Labor Statistics, from 2023 to 2033, Construction Managers are projected to grow by 9.1%, Construction Supervisors by 5.9%, and Occupational Health and Safety Technicians by 11.4%. Computer and Information Systems managers are projected to grow by 17.4%, Computer Systems Analysts by 10.7%, and Information Security Analysts by 32.7%. Operations Managers are projected to grow by 5.8% and Industrial Production Managers by 2.8%.

The U.S. Bureau of Labor Statistics produced the Occupational Outlook Handbook which indicates the following projections for occupation groups affiliated with The Polytechnic@UofM concentrations by employment in the Memphis Metropolitan Area in May 2024:

Occupation	Jobs
Construction Managers	830
Industrial Production Managers	960
Computer User Support Specialists	1,440

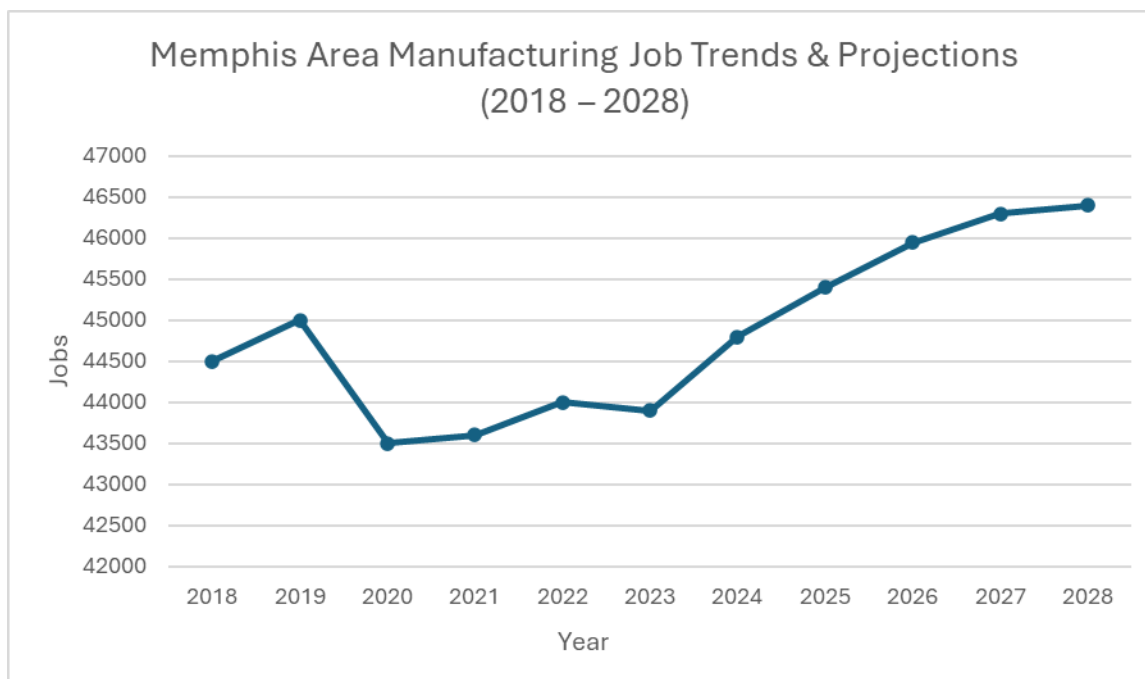
#### *Local and Regional Workforce Needs/Demand*

According to the Tennessee Higher Education Commission' Labor and Workforce Reports, the Construction Leadership concentration meets an unmet need in the state and local area. The Manufacturing Supervision concentration meets an unmet need in the operations management and supervision manufacturing cluster. The Information Technology concentration meets an unmet need in the Information Technology cluster (source: <https://www.tn.gov/transparenttn/state-financial-overview/open-eecd/openecd/tneecd-performance-metrics/workforce/leap-in-demand-occupations-report.html>). Location quotients for Construction Managers, Operations Managers, and IT System managers were 0.66, 0.84, and 0.68, respectively.

#### *Labor Market Analysis*

A 2024 report on Advanced Manufacturing that was prepared for the Greater Memphis Chamber of Commerce indicated that there are 1,132 regional manufacturing establishments that employ approximately 20% fewer manufacturing professionals (N=43,918) than regions of similar size. Jobs in the manufacturing sector have declined between 2018 and 2023. However, the job market for this sector is expected to increase from 2023 through 2028 (Figure 1) by 6%, with some highly specialized sectors experiencing double-digit growth over the past five years that are expected to continue this growing trend. In addition, automotive industry jobs are expected to grow by 5% in the period 2022-2027.

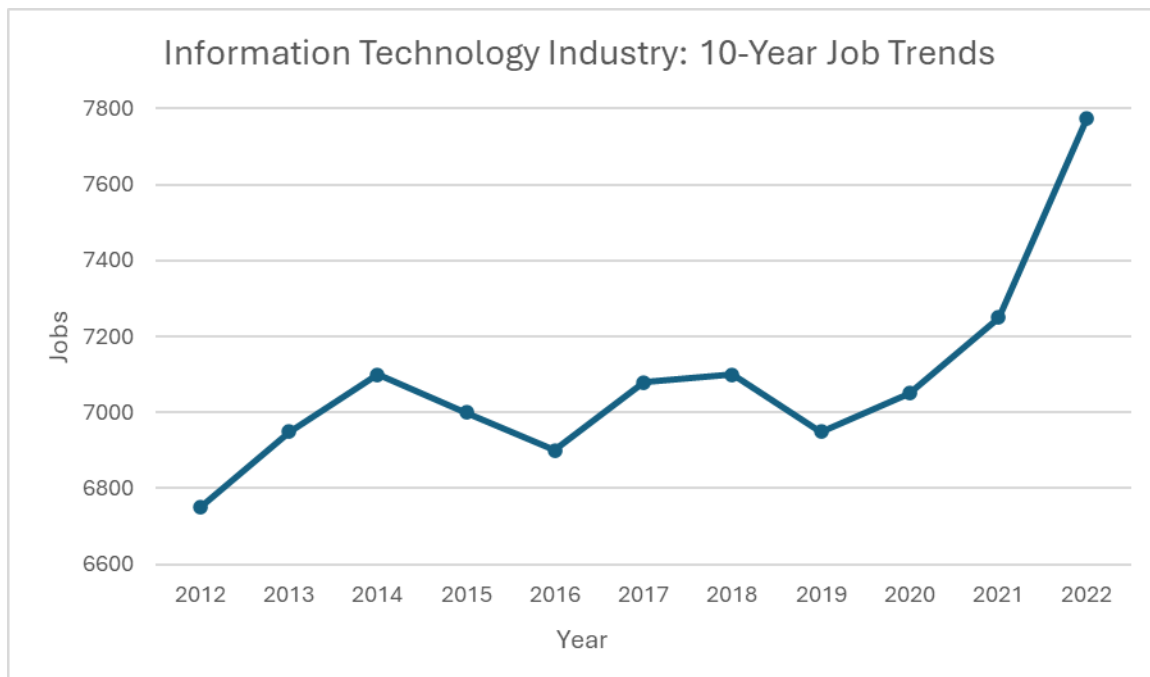
**Figure 1. Manufacturing Job Trends and Projections**



Additionally, a Labor Market Analysis completed for the University of Memphis in December 2024 (EAB Market Insights) identified Construction Management as one of the top programs with strongest potential for enrollment growth. Construction Management (Associated CIP Code: 52.2001 – Construction Management), the Labor Market Opportunity was rated at 3.97/5.00 with a Competitive Opportunity rating of 4.05/5.00. Both indicators were rated at the Strongest level. Additional considerations for Construction Management include moderate and growing average monthly postings across quarters (538 postings, growth of 2.01%) and high projected employment growth over the next decade (15.96%) suggests an expanding labor market for program graduates. Additionally, a moderate number of average annual conferrals (144) combined with stable competition (average annual change of zero institutions) and increasing student demand (average annual growth of 12.15%) between the 2020-2021 and 2022-2023 academic years bodes well for a program launch.

For Information Technology, a similar report for the Greater Memphis Chamber in 2023 indicated that there are 717 Information Technology firms in the area that employ 7,753 regional residents. Additionally, there are 438 jobs that are posted monthly. The Greater Memphis area ranks #4 out of 10 in terms of future IT Industry growth projections among peer metro areas. Regional jobs in the IT industry have grown 15% from 2012 – 2022, with an accelerated employment rate of nearly 4% between 2020 – 2022. There is an anticipated growth of 9% in the period 2022-2027. This pattern of growth is reflected in Figure 2.

**Figure 2. Information Technology Industry: 10-Year Job Trends (2012 – 2022)**

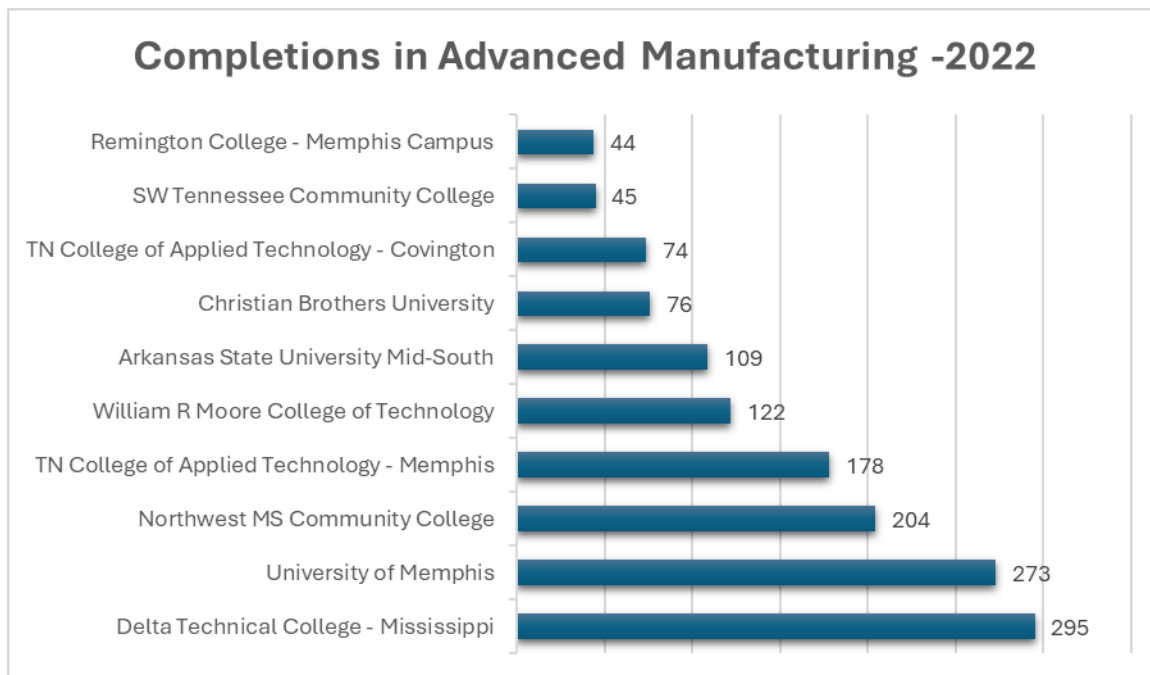


*Similar Academic Programs and Local Demand*

In 2022, more than 1,400 students completed programs in Engineering Technology, Precision Production, Manufacturing, Science Technology, Industrial Management, and Industrial Technology. On average, these programs have experienced 11% growth since 2021.

There are 11 institutions within the region offering these programs, and another 43 institutions within a 150-mile radius of the area's center. Many Tennessee higher education institutions qualify for TN Promise and TN Reconnect funding. Below (Figure 3) is a list of institutions offering applicable programs in Advanced Manufacturing, as well as the most current cohort of completions.

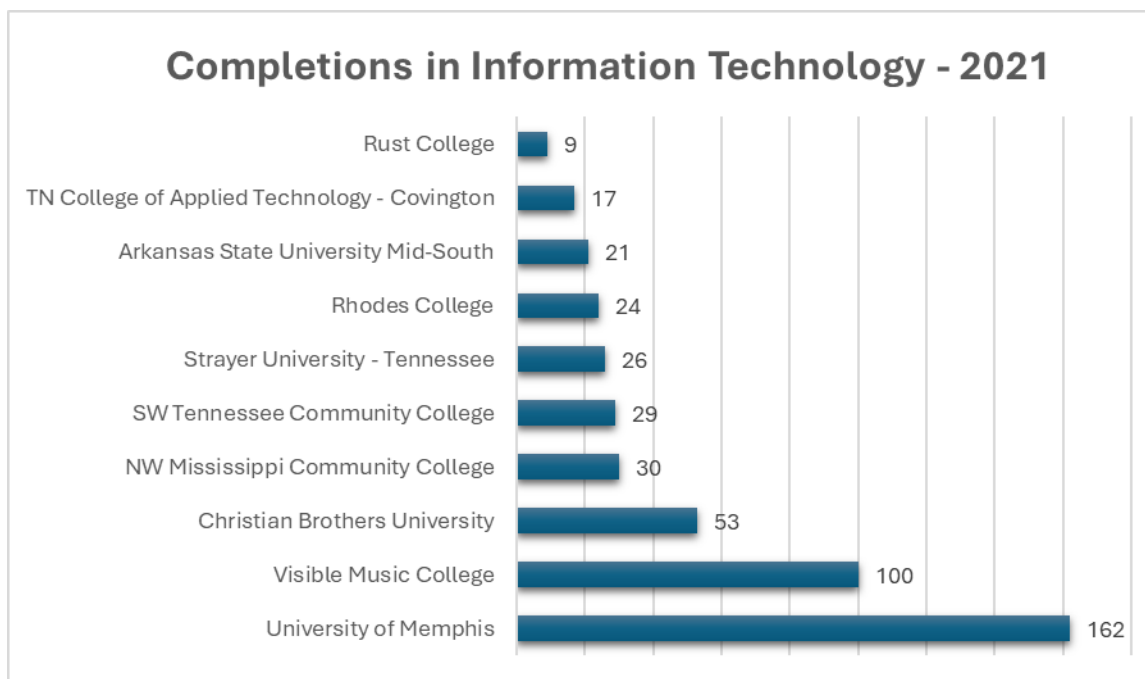
**Figure 3. 2022 Program Completions in Advanced Manufacturing by Institution**



In 2021, more than 15,000 students completed post-secondary education programs in the Memphis area with 477 (3.1%) earned certificates and degrees in Computer and Information Sciences. These programs have experienced an average increase of 89% between 2016 – 2021. There are 12 accredited institutions in the Greater Memphis region conferring these degrees and credentials. Within a 150-mile radius, there are an additional 33 educational institutions that offer IT programs, as well. Figure 4 lists the top ten regional educational institutions awarding degrees and credentials in Information Technology.



**Figure 4. Education Completions in Information Technology – 2021**



#### References

<https://data.bls.gov/oesmap/> - U.S. Bureau of Labor Statistics.

<https://www.tn.gov/thec/data-research-reports/reports-studies-pub/supply-and-demand-report.html>

Greater Memphis Economic Research Group. (2024). Greater Memphis Market Advanced Manufacturing Report to the Greater Memphis Chamber.

Greater Memphis Economic Research Group. (2023). Greater Memphis Market Information Technology Report to the Greater Memphis Chamber.

## New Academic Program Proposal Checklist

### Section IV: Implementation Timeline

Program concentrations are being piloted through the College of Professional and Liberal Studies during the 2025-2026 academic year. These concentrations are planned to transition to the BAS in Fall 2026.

Proposed dates for external review visit: 9/1/2025-11/1/2025

Estimated date of submission of the external reviewer report to THEC and Institution: 12/1/2025

Estimated date of institution's response to external review: 1/1/2026

Proposed date for THEC meeting: Spring 2026

Degree offered: Fall 2026

New Concentrations in Organizational Leadership, Applied AI, Applied Cybersecurity: Fall 2027

### Section V: Student Interest and Community Partnerships

The BAS programs target a new cohort of learners for the Herff College of Engineering and include:

1. Transfer students from Community College Associate of Applied Science programs. These programs are intended as terminal degrees and not for transfer to higher education. Articulation agreements are under development with Southwest Tennessee Community College, which will serve as templates for other schools.
2. Students at Tennessee Colleges of Applied Technology. New pathways will be created based on credit for prior learning and existing articulation agreements with AAS programs (<https://www.tbr.edu/academics/tcattocc>).
3. Students in the workforce who do not have a baccalaureate degree but are interested in improving their prospects for a better job or a promotion.
4. Students who have some college credit and want to return to get a degree.
5. Adult learners who want to improve their marketability for better jobs.
6. High Schools students through dual enrollment.
7. University of Memphis students who want to pair a degree program with another to pursue their interests and leave with workforce skills that will help them get a good job. For example, a new type of job, AI whisperer, is someone who can communicate effectively with AI systems and bridge gaps in ethics and conflict resolution with humans. Thus, a degree in English could be pair with IT (and future program in Applied AI) to fill this workforce need.
8. University of Memphis students who cannot overcome the calculus barrier in STEM programs. These students mostly end up leaving the University. The BAS program will take their existing credits and allow them to leave with a degree or certifications that improve their employment potential.
9. Students who want technical certifications either for credit or non-credit through continuing education in important workforce skills, manufacturing supervision or cybersecurity.

Currently, the following enrollment figures give an indication of possible enrollment from TCAT's and Community Colleges in the Memphis area. Areas included were related to technology. Data is from the latest reporting period and shows the potential for increased enrollment.

Program	2024 Enrollment	Graduates/Awards
STCC Engineering/Tech/IT	438	89
Jackson State Engineering/Tech/IT	200	54
Dyersburg Engineering/Tech/IT	40	19
TCAT Memphis Tech/IT	1542	258
TCAT Jackson	2025	239
TCAT Northwest	994	322
<b>Total</b>	<b>5239</b>	<b>981</b>

In addition, enrollment could be drawn from students who encounter barriers in technical UofM programs, allowing them to get a degree or at least, a certification.

Program	6-yr Graduation Rate (%)	Potential Enrollment per year
Herff College of Engineering	50.8	125
Computer Science	42.4	53
Academic Focus – STEM	55.0	18
<b>Total</b>		<b>196</b>

In addition, the programs in manufacturing, information technology, and construction management are moving from the College of Professional and Liberal studies that will provide enrollment on day one.

The current enrollment in these programs are:

Program	24-25 Enrollment	23-24 Graduates
Information Technology	76	13
Manufacturing	4	1

Other programs are moving to The Polytechnic like Engineering Technology and other programs from CPLS that will provide revenue to support the BAS and other programs.

Program	24-25 Enrollment	23-24 Graduates
Engineering Technology	152	39
Commercial Aviation	57	13
Organizational Leadership	171	63

Thus, based on the numbers above, the programs in the Polytechnic would support 460 students with 129 graduates. This provides financial support for the Polytechnic programs and an existing base upon which to grow. In addition, projections in Table 1 are based upon adding new concentrations, like Organizational Leadership, Applied AI, and Applied Cybersecurity. For example, the increase from 2026-2027 to 2027-2028 is based on adding a concentration in Organizational Leadership and incorporating that enrollment into the program. The projected graduates were based upon the current 4-year graduation rates for the programs in CPLS of 35%, improving to 50% over time, and retention rates of 80%, improving to 85% over time. The Herff College of Engineering improved its BS in engineering programs 4-year graduation rate from 25% for the Fall 2017 cohort to 35% from the Fall 2020 cohort, and one-year retention from 76.4% for the Fall 2020 cohort to 85% for the Fall 2023 cohort.

*Table 1 – Project Enrollment and Graduates*

Projected Enrollment and Graduates				
Year	Academic Year	Projected Total Fall Enrollment	Projected Attrition	Projected Graduates
1	2026-2027	100	20	20
2	2027-2028	200*	40	90

3	2028-2029	240	35	100
4	2029-2030	280	42	120
5	2030-2031	300	45	140

\*Added concentrations in organizational leadership, applied AI, and applied cybersecurity

It must be noted that a goal of the BAS program is to shorten the time to degree with liberal policies for transfer credit and credit for prior learning. In addition, the success of the program cannot be measured by graduates alone, as a goal of the BAS program is that every student attains a certification in a needed workforce area that could lead to employment, even if they do not graduate. This data will be tracked.

#### *Community Interest*

The Polytechnic@UofM has already gathered considerable community interest. As evidence, it submitted a proposal to SCORE Tennessee to investigate mechanisms to award academic credit for non-degree credentials. The partners on this proposal were:

1. Greater Memphis Chamber of Commerce
2. Ford Motor Company
3. TCAT Stanton
4. Southwest Tennessee Community College
5. University High School

We are in the process of establishing partnerships with other local school systems, local industry, the Tennessee Department of Labor and Workforce Development, and TCAT Memphis. It is anticipated that industry partners will assist in identifying important workforce skills and credentials, as well as providing financial support. Local school systems will supply the students needed by the program, as well as dual enrollment programs to enhance enrollment. The Chamber and governmental agencies will provide contacts to industry, as well as potential funding.

The Polytechnic@UofM will aggressively pursue workforce related funding from Federal and State agencies. Recently, a Presidential executive order was signed that, in summary, seeks to strengthen the American workforce by directing the Secretaries of Labor, Education, and Commerce to review all federal workforce programs to “modernize” and “realign” those efforts to address workforce needs. The State has made workforce development a priority.

In addition to the entities above, letters of support will be gathered from:

1. FedEx
2. Herff College of Engineering Advisory Board
3. Tennessee Commissioner of Labor and Workforce Development
4. Memphis Shelby County Schools and neighboring school systems
5. Moore Technical College

## Section VI: Curriculum

### Goals And Outcomes

The goals of the Bachelor of Applied Science programs are:

1. Offer condensed curricula in areas of applied technology with reduced barriers to entry and that provide in-demand workforce skills.

2. Create collaborative and innovative programs that are responsive to workforce needs.
3. Provide a baccalaureate degree completion pathway for students in Tennessee Colleges of Applied Technology, Applied Associate of Science degree programs, returning learners with some college credit, learners currently in the workforce, and similar cohorts.
4. Establish curricular pathways to award academic credit toward a BAS degree for non-degree credentials, credit for prior learning, and other experiences outside the classroom.
5. Provide pathways for traditional baccalaureate students at the University of Memphis to acquire workforce skills that make them more marketable to employers by pairing other majors with BAS programs or awarding academic credit for non-degree credentials and other experiences outside the classroom.

### Academic Program Requirements

The B.A.S. has 120 total semester credit hours.

### General Education Requirements: 32 Credit Hours

#### **Communication (6 Credit Hours)**

ENGL 1010

ENGL 1020

#### **Humanities/History/Fine Arts (9 Credit Hours)**

ENGL 2201 or ENGL 2202 and two of the following options:

- [ANTH 3282 - American Communities \\*\\*](#) Credit Hours: (3) (American History)
- [HIST 1110 - World History to 1500\\*\\*](#) Credit Hours: (3)
- [HIST 1120 - World History since 1500\\*\\*](#) Credit Hours: (3)
- [HIST 2010 - U S to 1877](#) Credit Hours: (3) (American History)
- [HIST 2020 - The U S Since 1877\\*\\*](#) Credit Hours: (3) (American History)
- [HIST 2030 - Tennessee History\\*\\*](#) Credit Hours: (3)
- [HIST 3863 - American Ideas and Culture](#) Credit Hours: (3) (American History)
- [HIST 3881 - African American History \\*\\*](#) Credit Hours: (3) (American History)
- [HIST 4851 - History of Women in America \\*\\*](#) Credit Hours: (3) (American History)
- [POLS 4212 - Const Law Civil Liberty \\*\\*](#) Credit Hours: (3) (American History)
- [POLS 4405 - Origin/Dev Amer Pol Thought \\*\\*](#) Credit Hours: (3) (American History)
- [SOCI 3422 - Racial/Ethnc Minorities \\*\\*](#) Credit Hours: (3) (American History)

\*Students who have not completed one year of American History in high school must complete 6 credit hours of American History OR 3 credit hours of American History plus 3 credit hours of Tennessee

History in order to satisfy the History General Education requirement. American History courses are marked.

- [ART 1035 - Introduction to Art\\*\\*](#) Credit Hours: (3)
- [ART 1030 - Intro to Art\\*\\*](#) Credit Hours: (3)
- [ARTH 2010 - World Art I](#) Credit Hours: (3)
- [ARTH 2020 - World Art II](#) Credit Hours: (3)
- [CLAS 2481 - Mythology \\*\\*](#) Credit Hours: (3)
- [COMM 1851 - Introduction to Film\\*\\*](#) Credit Hours: (3)
- [DANC 1151 - Introduction to Dance](#) Credit Hours: (3)
- [JDST 2850 - Religions of Abraham](#) Credit Hours: (3)
- [MUS 1030 - Introduction to Music\\*\\*](#) Credit Hours: (3)
- [MUS 1040 - Music in America](#) Credit Hours: (3)
- [PHIL 1101 - Intro to Philosophy](#) Credit Hours: (3)
- [PHIL 1102 - Intro to Ethics\\*\\*](#) Credit Hours: (3)
- [POLS 1101 - Intro Ancient Political Thgt \\*\\*](#) Credit Hours: (3)
- [POLS 1102 - Intro Modern Political Thought \\*\\*](#) Credit Hours: (3)
- [RLGN 1100 - Introduction to Religion \\*\\*](#) Credit Hours: (3)
- [THEA 1030 - Intro to Theatre\\*\\*](#) Credit Hours: (3)
- [UNIV 3580 - Hebrew and Greek Legacy\\*\\*](#) Credit Hours: (3)
- [UNIV 3581 - Faith/Reason/Imagination\\*\\*](#) Credit Hours: (3)

**Social/Behavioral Sciences (6 Credit Hours)**

- [ANTH 1100 - Biological Anthropology, Archaeology, and Human Evolution](#) Credit Hours: (3)
- [ANTH 1200 - Cultural Anthropology \\*\\*](#) Credit Hours: (3)
- [CDFS 2101 - Family/Global Perspective \\*\\*](#) Credit Hours: (3)
- [ECON 2010 - Intro to Macroeconomics\\*\\*](#) Credit Hours: (3)
- [ECON 2020 - Intro to Microeconomics\\*\\*](#) Credit Hours: (3)
- [ESCI 1301 - Survey of World Regions](#) Credit Hours: (3)
- [ESCI 1401 - Intro/Cultural Geography](#) Credit Hours: (3)
- [FIR 1220 - Personal Financial Management\\*\\*](#) Credit Hours: (3)

- [HLSC 2100 - Wellness Concepts Practice\\*\\*](#) Credit Hours: (3)
- [INTL 1101 - Introduction to International and Global Studies\\*\\*](#) Credit Hours: (3)
- [JRSM 1700 - Intro to Media \\*\\*](#) Credit Hours: (3)
- [POLS 1030 - American Government\\*\\*](#) Credit Hours: (3)
- [POLS 1301 - Intro to Comparative Politics \\*\\*](#) Credit Hours: (3)
- [POLS 1501 - International Relations\\*\\*](#) Credit Hours: (3)
- [PSYC 1030 - General Psychology\\*\\*](#) Credit Hours: (3)
- [PSYC 3510 - Deviance/Role History](#) Credit Hours: (3)
- [PUBH 2181 - Population Health and Society](#) Credit Hours: (3)
- [SOCI 1010 - Introduction to Sociology \\*\\*](#) Credit Hours: (3)
- [SOCI 2100 - Sociology of Globalization](#) Credit Hours: (3)
- [WMST 2100 - Intr/Women/Gender Study \\*\\*](#) Credit Hours: (3)

#### **Natural Sciences (8 Credit hours)**

- [BIOL 1010 - Biology of Cells\\*\\*](#) Credit Hours: (3)
- and
- [BIOL 1011 - Biology of Cells Lab \\*\\*](#) Credit Hours: (1)
- [BIOL 1020 - Biology of Organisms\\*\\*](#) Credit Hours: (3)
- and
- [BIOL 1021 - Biology of Organisms Lab \\*\\*](#) Credit Hours: (1)
- [BIOL 1110 - General Biology I](#) Credit Hours: (3)
- and
- [BIOL 1111 - General Biology I Lab](#) Credit Hours: (1)
- [BIOL 1120 - General Biology II](#) Credit Hours: (3)
- and
- [BIOL 1121 - General Biol II Lab](#) Credit Hours: (1)
- [BIOL 2010 - Anatomy/Physiology I\\*\\*](#) Credit Hours: (3)
- and
- [BIOL 2011 - Anat/Physiology I Lab \\*\\*](#) Credit Hours: (1)
- [BIOL 2020 - Anatomy/Physiology II\\*\\*](#) Credit Hours: (3)

- and
- [BIOL 2021 - Anat/Physiology II Lab \\*\\*](#) Credit Hours: (1)
- [CHEM 1010 - Chemistry of Materials\\*\\*](#) Credit Hours: (3)
- and
- [CHEM 1011 - Chemistry of Materials Lab \\*\\*](#) Credit Hours: (1)
- [CHEM 1020 - Chemistry of Life](#) Credit Hours: (3)
- and
- [CHEM 1021 - Chemistry of Life Lab](#) Credit Hours: (1)
- [CHEM 1110 - General Chemistry I\\*\\*](#) Credit Hours: (3)
- and
- [CHEM 1111 - General Chemistry I Lab](#) Credit Hours: (1)
- [CHEM 1120 - General Chemistry II\\*\\*](#) Credit Hours: (3)
- and
- [CHEM 1121 - General Chemistry II Lab](#) Credit Hours: (1)
- [ESCI 1010 - Weather and Climate](#) Credit Hours: (4)
- [ESCI 1020 - Landforms \\*\\*](#) Credit Hours: (4)
- [ESCI 1040 - Physical Geology](#) Credit Hours: (4)
- [ESCI 1103 - The Human Planet](#) Credit Hours: (4)
- [ESCI 1050 - The Earth Through Time](#) Credit Hours: (4)
- [PHYS 1010 - Introductory Physics](#) Credit Hours: (3)
- and
- [PHYS 1001 - Introductory Physics Lab](#) Credit Hours: (1)
- [PHYS 1020 - Survey of Astronomy I](#) Credit Hours: (3)
- and
- [PHYS 1002 - Astronomy I Laboratory](#) Credit Hours: (1)
- [PHYS 1301 - Astronomy II](#) Credit Hours: (3)
- and
- [PHYS 1031 - Astronomy II Laboratory](#) Credit Hours: (1)
- [PHYS 2110 - Physics for Scientists and Engineers I](#) Credit Hours: (3)



- and
- [PHYS 2111 - Sci/Engr Phys Lab I](#) Credit Hours: (1)
- [PHYS 2120 - Physics For Scientists and Engineers II](#) Credit Hours: (3)
- and
- [PHYS 2121 - Sci/Engr Phys Lab II](#) Credit Hours: (1)

### **Mathematics (3 Credit Hours)**

- [MATH 1420 - Foundations of Mathematics \\*\\*](#) Credit Hours: (3)
- [MATH 1530 - Prob/Statistics/Non Calculus\\*\\*](#) Credit Hours: (3)
- [MATH 1710 - College Algebra \\*\\*](#) Credit Hours: (3)
- [MATH 1730 - Pre-Calculus\\*\\*](#) Credit Hours: (4)
- [MATH 1830 - Elementary Calculus\\*\\*](#) Credit Hours: (3)
- [MATH 1910 - Calculus I \\*\\*](#) Credit Hours: (4)

### **Core (7-9 Credit Hours)**

All students are required to complete 7-9 hours in the program's core, as follows:

### **UNIV 3540 Ethics and Professionalism (3 hours, required)**

### **Capstone Project (3 hours) (Required)**

The senior project is a student's culminating experience or capstone designed to synthesize and integrate the content of a student's program of study. The senior project is completed during a student's final semester. Approved co-ops or internships with industry are allowed.

Choose one of the following:

1. TECH 4940 Engineering Technology Practicum
2. TECH 4999 Engineering Tech Projects

### **Technical Certification (1-3 hours)**

Students are required to acquire credit through coursework, transfer, or for prior learning from training courses for technical certifications or licensures in approved areas, or other approved experiences outside the classroom. If attained through coursework, additional hours may be required in the concentration. Consult with your advisor. Credit for prior learning will be awarded through APPT 3900 Credit for Prior Learning Advanced (1-3 hours).

### **Construction Leadership Concentration (30 hours)**

The objectives of the Construction Leadership concentration are to provide students with the skills and knowledge to become construction managers and to increase access for practicing professionals to enhance careers as construction managers.

Completion of 30 semester hours as follows:

1. MGMT 3215 Management of Human Resources
2. TECH 3386 Safety Engineering
3. TECH 3440 Project Plan/Cost Evaluation
4. TECH 3691 Construction Estimating
5. TECH 4171 Construction Engineering
6. TECH 4175 Construction Contracts and Law
7. TECH 4381 Principles of Supervision\*\*
8. TECH 4460 Work Design/Improvement
9. TECH 4462 Quality Improvement
10. TECH 4510 Construction Planning/Schedule

### **General Electives (49-51 hours)**

#### [Information Technology Concentration](#)

Students should choose either the Computer Information Technology Field of Study or Information Technology Leadership Field of Study.

The Computer Information Technology field of study provides fundamental skills in computer software and networks. Students will gain a foundation to evaluate and execute technology driven solutions addressing evolving industry needs. Those pursuing this field of study will build upon their training and experience by taking courses in such areas as programming, operating systems, networks and security.

The Information Technology Leadership field of study provides the fundamentals of administrative leadership in technical fields, national and international context for technological development and communication, and skills in information systems, statistical methods, formal and interpersonal communication, including team and organizational relations. This program is designed to increase accessibility to the information technology content in colleges across the University and provide flexibility for transfer and experiential learning credit.

### **Information Technology Concentration (30 - 37 hours)**

#### **Computer Information Technology Field of Study (37 hours)**

1. MATH 1710 College Algebra Credit Hours: (3)
2. TECH 1010 – Computer Applications in Tech (3)
3. TECH 1211 – Computer Programming (3)
4. [TECH 2251 - Adv Programming Technology](#) Credit Hours: (3)
5. TECH 2261 – Data Structures (3)
6. TECH 3241 –Internet Technology (3)
7. TECH 4262 – Modern Programming (3)
8. TECH 4263 – Server Application Technology (4)
9. TECH 4272 – Operating Systems (4)

- 10. TECH 4281 – Computer Network Technology (4)
- 11. TECH 4282 – Enterprise Networking and Security (4)

**Information Technology Leadership Field of Study (30 hours)**

For this field of study, students should choose 17-18 hours from Groups A – G (Leadership Fundamentals), and 12-13 hours from Groups H-N (Advanced Topics)

***IT Leadership Fundamentals:*** Choose one 3-credit hour course from each group A – F. All courses in Group G may be chosen.

Group A. Administration and Supervision (3 hours)

MGMT 3110 – Principles of Management Credit Hours: (3)

PADM 3601 - Public Admin\*\* Credit Hours: (3)

TECH 4381 - Principles of Supervision\*\* Credit Hours: (3)

Group B. Organizational Systems (3 hours)

MGMT 3215 - Management of Human Resources \*\* Credit Hours: (3)

PADM 4226 - Intro Nonprofit Organizations Credit Hours: (3)

**TECH 4460 - Work Design/Improvement** Credit Hours: (3)

Group C. Mathematical and Statistical Methods (3 hours)

MATH 1710 College Algebra Credit Hours: (3)

SOCI 3311 - Social Statistics \*\* Credit Hours: (3)

Group D. Written Communications (2-3 hours)

ENGL 3601 - Technical and Profess Writing Credit Hours: (3)

ENGL 3604 - Persuasive Writing Credit Hours: (3)

STRM 3210 - Intro to Strategic Writing Credit Hours: (3)

**TECH 4401 - Science/Technology/Society** Credit Hours: (2)

Group E. Team & Organizational Relations (3 hours)

COMM 4342 - Small Group Communication

COMM 4373 - Interracial Communication

COMM 4341 - Interpersonal Communication

COMM 4380 - Communication and Conflict

TECH 3440 – Project Planning and Cost Evaluation (3)

Group F. International Context (3 hours)

ACCT 3130 Legal/Social/Political Environ\*\* (3)  
HIST 3302 Modern Europe 1800-Present\*\* (3)  
HIST 3291 Modern East Asia\*\* (3)  
HIST 3881 African American History\*\* (3)  
POLS 3213 Intro to Public Policy\*\* (3)

Group G: Computer Programming Fundamentals (6 hours)

Both courses in Group G may be taken.

TECH 1010 – Computer Applications in Tech (3)

TECH 1211 – Computer Programming (3)

***Advanced Topics in Information Technology: Choose 12-13 hours from the following Groups H-N.***

Group H: Management Information Systems Overview

PTMA 3020 - Managing Information Tech\*\* Credit Hours: (3)

Group I: Software Management

UNIV 4706 - Managing Software Development\*\* Credit Hours: (3)

UNIV 4810 - Software Project Management\*\* Credit Hours: (3)

INFS 4900 - Business Data Communications\*\* Credit Hours: (3)

Group J: Files/Operating Systems

INFS 3700 - Systems Analysis and Design\*\* Credit Hours: (3)

TECH 4272 – Operating Systems (4)

Group K: Database Management

CSCI 3222 - Database Mgmt System\*\* Credit Hours: (3)

UNIV 4708 - Business Intelligence\*\* Credit Hours: (3)

Group L: Cybersecurity

TECH 4282 – Enterprise Networking and Security (4)

CSCI 4017 - Intro to Information Assurance\*\* Credit Hours: (3)

Group M: Networks

**These courses form an integrated introduction to Computer Networks and have to be taken in sequence.**

TECH 3241 –Internet Technology (3)

TECH 4281 – Computer Network Technology (4)

Group N: Software

**These courses form an integrated introduction to programming and have to be taken in sequence.**

TECH 2251 – Advanced Programming Technology (3)

TECH 2261 – Data Structures (3)

TECH 4263 – Server Application Technology (4)

TECH 4262 – Modern Programming (3)

**General Elective (42-49 hours)**

[Manufacturing Supervision Concentration](#)

The objectives of the manufacturing supervision concentration are to provide students with a practical approach to supervisory management, methods for work improvement, including lean concepts, quality analysis and improvement, and planning and controlling production and distribution operations.

**Manufacturing Supervision Concentration (24 - 30 hours)**

Students should choose either the Manufacturing Technology Supervision Field of Study or Management Services Field of Study.

**Manufacturing Technology Supervision Field of Study (30 hours)**

1. MATH 1710 College
2. TECH 1010 Computer Applications in Tech
3. TECH 3386 Safety Engineering
4. TECH 3440 Project Plan/Cost Evaluation
5. TECH 4236 AutoID Solutions
6. TECH 4381 Principles of Supervision\*\*
7. TECH 4460 Work Design/Improvement
8. TECH 4462 Quality Improvement
9. TECH 4464 Production Control Systems
10. TECH 4466 Facility Design

**Management Services (24 hours) Field of Study**

**Administration and Supervision (3 hours)**

Choose one three hour course from below:

1. MGMT 3110 Principles of Management\*\*
2. PADM 3601 Public Admin\*\*

**Organizational Systems (3 hours)**

Choose one three hour course from below:

1. MGMT 3215 Management of Human Resources \*\*
2. MGMT 4420 Organizational Behavior in Business \*\*
3. PADM 4226 Intro Nonprofit Organizations
4. PSYC 3508 Indust/Organizatnl Psyc

**Marketing and Public Relations (3 hours)**

1. MKTG 3010 Principles of Marketing \*\*

**Team and Organizational Relations (3 hours)**

Choose one three hour course from below:

1. COMM 4011 Communication in Organizations \*\*
2. COMM 4342 Small Group Communication
3. COMM 4373 Interracial Communication\*\*
4. COMM 4375 Intercultural Communication \*\*
5. COUN 4621 Human Interactions
6. COUN 4781 Strategy/Crisis Intervention

**Written Communication (3 hours)**

Choose one three hour course from below:

1. ENGL 3601 Technical and Profess Writing \*\*
2. ENGL 3602 Professional Editing \*\*
3. ENGL 3603 Engineering Communications
4. ENGL 3604 Persuasive Writing \*\*
5. PBRL 3421 Intro to Strategic Writing

**Social & Cultural Context (3 hours)**

Choose one three hour course from below:

1. CJUS 4180 Corporate/White Collar Crime \*\*
2. COMM 3003 Television and Culture\*\*
3. SOCI 3422 Racial/Ethnc Minorities \*\*
4. SOCI 3432 Sociology of Gender \*\*

5. SOCI 3831 Sociology of the Family\*\*

### **Political & Economic Context (3 hours)**

Choose one three hour course from below:

1. ACCT 3130 Legal/Social/Political Environ \*\*
2. HIST 4824 Business History
3. POLS 4508 Theories Internatl Relations\*\*
4. POLS 4510 Politics of Global Economy \*\*

### **Technology & Culture (3 hours)**

Choose one three hour course from below:

1. HIST 3035 Technology/Culture Am History\*\*
2. JRSM 3900 Visual Media \*\*
3. PHIL 3512 Science/Technology/Human Values
4. PHIL 3514 Biomedical Ethics \*\*

### **Electives (49-57 Hours)**

#### [Existing and New Courses](#)

New courses are

APPT 2900 – Experiential Learning Intermed

APPT 3900 – Experiential Learning Adv

#### [Section VII: Projected Costs and Revenues for the Proposed Program](#)

The University of Memphis has created and gotten approval for a new academic unit, The Polytechnic@UofM, that will house the Departments of Engineering Technology and Applied Technology. The resources for this unit are mainly supplied by reallocation from other academic units (Engineering Technology, Colleges of Professional and Liberal Studies and Education) and by existing resources in the Herff College of Engineering. Personnel that will be reallocated are the Executive Director (Chair of Engineering Technology), Director (Chair of Applied Technology) from the College of Education, 8 faculty and one administrative associate II from Engineering Technology, one advisor/coordinator and one instructor/coordinator from College of Professional and Liberal Studies, and 4 adjuncts from CPLS at \$2500 per semester.

Initial costs of \$50,000 and \$100,000 are expected for marketing and renovation of office space for the Polytechnic@UofM. A budget of \$15,000 per year is recurring in order to recruit students and acquire industry support.

Two new instructional faculty in the areas of Information Technology and Organizational Leadership are anticipated in year one. If justified by enrollment, a third will be added in year three. A new business office will be hired to support the Polytechnic@UofM.

See the enrollment projections in Table 1 above. In year one, based upon current enrollment in Engineering Technology and the programs moving from CPLS, \$1,142,8000 in tuition revenue for 80 students is expected. This is projected to grow as new programs are added (Applied AI, Applied Cybersecurity, and Organizational Leadership in year three) and recruitment efforts are scaled up to 300 students in year five with a revenue of \$3,428,400. In addition, by year five, it is estimated that the program will generate \$270,000 in Engineering Course Fee to spend directly on instructional resources.

The Polytechnic@UofM will aggressively pursue workforce related funding from Federal and State agencies. Recently, an executive order was signed that in summary, seeks to strengthen the American workforce by directing the Secretaries of Labor, Education, and Commerce to review all federal workforce programs to “modernize” and “realign” those efforts to address workforce needs. The State has made workforce development a priority. The Polytechnic@UofM will add a workforce grant coordinator to pursue state, federal, and industry funding for the programs in the Polytechnic@UofM. In year 5, a conservative estimate would be \$1,500,000 in grant revenue.

More details are provided on the THEC Financial Projection Form.

## Section VIII: Institutional Resources

### *Faculty Resources*

Current faculty resources in Engineering Technology and those moving from CPLS and elsewhere will support the programs. ET currently has 8 faculty. Two faculty are moving from other units.

Several courses in Construction Leadership are supported by Civil Engineering.

### *Anticipated new faculty and instructional staff*

Two new instructional faculty will be added to support the program. One will be added to the ET department to support IT, and another will be added to Applied Technology to support Manufacturing Supervision and Organizational Leadership.

### *Non-Instructional Staff*

A program coordinator and advisor are moving from CPLS. ET has an administrative associate II. A business officer will be added. A coordinator for workforce grants and certifications will be added.

### *Student Support Services*

Two advisors/coordinators/instructors are moving from CPLS. A new chair of Applied Technology will be appointed. The Herff College of Engineering has the following resources to support student services:

1. Associate Dean for Academic Affairs and Administration who supports undergraduate programs.
2. Assistant Dean, Engineering Student Services & Diversity, who also supports recruitment.
3. Assistant Director, Engineering Student Services & Diversity, who also supports recruitment.
4. Engineering Career Services, Co-op, & Internship Manager
5. Business Officer III
6. Administrative coordinator and associate I.



7. Assistant Director, Marketing and Communications
8. Three academic advisors, including engineering scholarship support.

The university provides online tutoring. The college provides in-person tutoring in all subject areas. The college has approximately \$600000 in scholarship money for its undergraduates.

#### *Equipment*

Current equipment is adequate.

#### *Information Technology*

Current IT infrastructure for the college and university is adequate.

MATLAB is available to all students to install on their computer through a site license. Engineering software, as well as many other applications, can be accessed remotely through the web using UMAPps (<https://www.memphis.edu/umtech/solutions/umapps.php>).

All faculty, staff, and students are supplied a University of Memphis account that includes email and access to enterprise applications and software supported by the technology access fee (TAF) ([https://www.memphis.edu/umtech/service\\_catalog/software/index.php](https://www.memphis.edu/umtech/service_catalog/software/index.php)). This includes Microsoft office products and OneDrive storage.

All computer hardware and software are supported centrally by Information Technology Services ([https://www.memphis.edu/umtech/service\\_catalog/computers/index.php](https://www.memphis.edu/umtech/service_catalog/computers/index.php)). Dedicated support in the college of engineering is provided by two local service providers.

TAF labs are scattered throughout campus, including the McWherter Library, the University Center, Dunn Hall, Engineering Technology and Panhellenic Bldg. Hours are updated every semester here: <https://trl.memphis.edu/trlsearch/>. A list of software available is found here: <https://www.memphis.edu/umtech/solutions/software/software.php>.

The University of Memphis supports Smart Classrooms on and off campus ([https://www.memphis.edu/umtech/smarttech\\_services/smartclassroomupgrade.php](https://www.memphis.edu/umtech/smarttech_services/smartclassroomupgrade.php)). Each smart classroom is equipped with a computer, a laptop input and an audio system. Many classrooms in the engineering facility have been upgraded with additional technology, such as document cameras, smart boards, cameras, and audio systems. Software is available in these smart classrooms through the engineering image.

The course content management system for the university is Canvas. Courses are set up automatically each semester, and instructors in the college of engineering are strongly encouraged to use it. Other classroom and teaching software is available to support instruction ([https://www.memphis.edu/umtech/service\\_catalog/teaching/index.php](https://www.memphis.edu/umtech/service_catalog/teaching/index.php)), including a TEAMS

The computing facilities are adequate to support the scholarly and professional activities of the students and faculty in the program.

#### *Library Resources*

Library resources are adequate.

The University of Memphis Libraries are significant resources for both the University and the Mid-South region. While the primary mission of The University Libraries is to serve the University community,

library services are extended to students and faculty in other colleges and universities in the Memphis area, local and regional corporations, governmental agencies, and adult citizens of the community, including the libraries' support group, the Friends of the Libraries.

The University Libraries include the McWherter Library and three branch libraries: HealthSciences, Lambuth Campus (Jackson, TN), and Music. The McWherter Library features the Learning Commons, which is a gathering place to facilitate individual and collaborative student activities and provides the following: research and technical assistance, 24x7 access to computers and reference materials located in the 1st floor Commons area, computers on floors 3 and 4 available during regular Library hours, white boards in study rooms, Web of Knowledge—an electronic multidisciplinary collection of databases, Web of Science—all three citation indexes (Science, Social Science, & Humanities), Current Contents Connect—all nine editions (from business to science to humanities), Essential Science Indicators, Proceedings from many International Conferences, Journal Citation Reports, and digital access to the entire IEEE Transactions series.

The University Libraries' Research Assistance Desk (RAD) which includes the Technical Support Desk is located on the first floor of the McWherter Library in the Learning Commons. The staff at the RAD seeks to help Libraries users successfully meet their information needs. The University Libraries offers a Chat reference service to meet the research needs of students and faculty at a distance or for those who prefer this medium of communication. Reference questions are answered by email and by text as well.

The University Libraries Research and Instructional Services faculty and subject liaison librarians are committed to offering instruction in-person and online that develops and enhances students' information literacy. The core of the program is course-related instruction, in which librarians collaborate with faculty in the academic departments to teach skills, processes, and concepts that students need to complete course assignments, undertake related research, and build lifelong learning and research expertise. Additionally, librarians may be requested to be embedded in online classes to support the research needs of students. For in-depth help with research, librarians offer research consultations with students and faculty throughout the year.

The University Libraries' Liaison Program pairs a Libraries faculty member with a representative from each academic department. Liaisons and departmental representatives work collaboratively to build strong, balanced collections that meet the curriculum and research needs of both students and faculty. Liaisons provide discipline-specific research assistance to faculty and graduate students in the subject departments for which they are responsible. They also keep the departments informed of Libraries news and developments and work with departmental faculty in making decisions about material that should be withdrawn from the collection.

The University Libraries also has an active Interlibrary Loan & Resource Delivery Department. Requests are filled promptly and at no charge to students, faculty, and staff, and may be made via the ILL page on the University Libraries' website (<https://itlibloan.memphis.edu/>). The University Libraries also participates in collaborative document delivery with its fellow members of the Association of Southeastern Research Libraries and TENN-SHARE.

### *Facilities*

Current space in the college will support the program. There are offices for all faculty and staff. The college has 13 classrooms, two computer labs, and 21 instructional labs.

All classrooms in the Herff College of Engineering have smart podiums that contain a computer with appropriate software, the capability to connect other devices, and an internet connection. The podium allows projection of various teaching resources onto screens. In addition, several classrooms have document cameras for projection of handwritten notes. In Fall 2020, because of the demands for remote instruction during the pandemic, many classrooms had cameras, speakers, and microphones installed in order to broadcast instruction. In addition, the college maintains an active learning classroom (Engineering Technology 302) that is configured for small group work with whiteboards and monitors, and a bring-your-own-device classroom (Engineering Administration 102D) that is configured to support in-class computer-based instruction. Two classrooms of 50 seats and one of 100 seats in the new ERIC building are configured for active learning.

There are numerous study spaces throughout the engineering complex, including areas with whiteboards, computer labs, common areas, and team rooms.

#### *Other Resources*

In the ERIC building, there is a maker space with 3D printers, electronic bench equipment, other fabrication equipment, and workspaces. In addition, there is a work and metal working shop that students can use with appropriate training.

#### *Section IX: NAPP Appendices*

Financial projections spreadsheet in separate document.



## Financial Projections Form

<b>Institution</b>	University of Memphis						
<b>Program Name</b>	Bachelor of Applied Science						
<b>Projected One-Time Expenditures</b>							
<b>Category</b>	<b>Planning</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Year 6*</b>
Faculty & Instructional Staff							
Non-Instructional Staff							
Graduate Assistants							
Accreditation							
Consultants							
Equipment							
Information Technology							
Library resources							
Marketing	\$50,000						
Facilities	\$100,000						
Travel							
Other							
<b>Total One-Time Expenditures</b>	<b>\$150,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Projected Recurring Expenditures</b>							
<b>Category</b>	<b>Planning</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Year 6*</b>
Faculty & Instructional Staff (2+1 Professors of Teaching, add one in year 3)	\$218,912	\$225,479	\$232,244	\$348,667	\$359,127	\$369,901	
Non-Instructional Staff (Business Officer 1 and Grants Coordinator)	\$216,067	\$222,549	\$229,225	\$236,102	\$243,185	\$250,481	
Graduate Assistants							
Accreditation							
Consultants							
Equipment							
Information Technology							
Library							
Marketing	\$0	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	
Facilities							
Travel							
Other							
<b>Total Recurring Expenditures</b>	<b>\$434,979</b>	<b>\$463,028</b>	<b>\$476,469</b>	<b>\$599,769</b>	<b>\$617,312</b>	<b>\$635,382</b>	<b>\$0</b>
<b>Grand Total (One-Time and Recurring)</b>	<b>\$584,979</b>	<b>\$463,028</b>	<b>\$476,469</b>	<b>\$599,769</b>	<b>\$617,312</b>	<b>\$635,382</b>	<b>\$0</b>

Projected Revenue							
Category	Planning	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6*
Tuition		\$1,142,800	\$2,285,600	\$2,742,720	\$3,199,840	\$3,428,400	
Grants		\$500,000	\$750,000	\$1,000,000	\$1,250,000	\$1,500,000	
Other (Engineering Course Fee at 50% of 12 credit hours)		\$90,000	\$180,000	\$216,000	\$252,000	\$270,000	
<b>Total Revenues</b>	<b>\$0</b>	<b>\$1,732,800</b>	<b>\$3,215,600</b>	<b>\$3,958,720</b>	<b>\$4,701,840</b>	<b>\$5,198,400</b>	<b>\$0</b>

*\*Years 6 and 7 should only be included for doctoral programs*



Year 7*
\$0





## 8. Additional Business

Presented by Jeffrey Marchetta



## 9. Adjournment

Presented by Jeffrey Marchetta