













December 2021 Academic, Research and Student Success Committee Meeting

Schedule	Wednesday, December 8, 2021 9:00 AM — 10:00 AM CST
Venue	Lambuth Campus (Madison Academic Magnet High School), Jackson, TN
Organizer	Sparkle Burns

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1. Call to Order and Opening Remarks

Presented by David Kemme

2. Roll Call and Declaration of Quorum

Presented by Melanie Murry

3. Approval of Meeting Minutes for August 25, 2021

For Approval

Presented by David Kemme

University of Memphis Board of Trustees
Academic, Research and Student Success Committee Meeting Minutes
August 25, 2021

Agenda Item 1: Call to Order and Opening Remarks

Chairman Edwards gave remarks on how the campus has transformed this year because now traffic is flowing on campus and students are back. Chairman Edwards acknowledged that COVID-19 is still serious and acknowledged a football player that the University loss to COVID-19. Chairman Edwards yielded to Trustee Kemme to begin the committee meeting. Chair Kemme welcomed those that attended the meeting.

Agenda Item 2: Roll Call and Declaration of Quorum

Melanie Murry, University Counsel and Board Secretary, called the roll and confirmed the following members were present:

Trustee Martin
Trustee Roberts
Trustee Riley
Trustee North
Trustee Kemme
Trustee Edwards

Board Secretary Murry announced the presence of a quorum.

Agenda Item 3: Approval of Meeting Minutes from June 2, 2021 (Approval)

Chair Kemme asked if there were any questions or discussion regarding the minutes from the June 2, 2021 meeting. Trustee Edwards moved that the minutes be approved, and it was properly seconded. Secretary Murry called for roll call. Motion carried.

Secretary Murry also recognized two additional trustees who were in attendance but not part of the committee after the approval of the meeting minute. The following trustees were in attendance:

Trustee Springfield
Trustee Johnson

Agenda Item 4: Introduction of Interim Deans (Informational)

Chair Kemme recognized Dr. Tom Nenon, Executive Vice President for Academic Affairs and Provost. Provost Nenon stated that earlier this summer, two of our deans received outstanding offers from other institutions and left: Lin Zhan in the Loewenberg College of Nursing and Damon Fleming in Fogelman College of Business and Economics and that Jim Gurney, School of Public Health, returned to faculty to continue his research and teaching. Provost Nenon then introduced the three new Interim Deans:

- Dr. Marian Levy, Interim Dean, School of Public Health
- Dr. Larry Slater, Interim Dean, Loewenberg College of Nursing
- Dr. Chuck Pierce, Interim Dean, Fogelman College of Business and Economics

Provost Nenon commented on the searches for the deans. He indicated that he and President Rudd spoke to one of the finalists for the School of Public Health and they would speak to the other finalist that day.. Finalists for the Loewenberg College of Nursing would be available in the next few weeks. Chuck Pierce agreed to serve as Interim Dean for the Fogelman College of Business and Economics for the remainder of this year and next.

Then, we will run the search for the Dean of the Fogelman College of Business and Economics. Dean Sweigard, Herff College of Engineering, also announced this will be his last year so the University will begin a search for the Dean of the Herff College of Engineering at the end of this semester.

Agenda Item 5: Approval of Three Academic Programs at the July 22, 2021 THEC Commission (Informational)

Chair Kemme recognized Dr. Tom Nenon, Executive Vice President for Academic Affairs and Provost. Provost Nenon discussed the approval of three academic programs at the July THEC Commission meeting.

1. American Sign Language and Deaf Studies, Bachelor of Arts (Implementation Date: August 2022)

This degree is part of the highly ranked School of Communication Sciences and Disorders. A challenge for the School was to be sustainable because it would only be a graduate program. An undergraduate degree with few additional resource needs improves the School's financial standing. The American Sign Language had been approved as an undergraduate degree by the Board and it officially began this fall.

2. Applied Physiology and Neuromechanics, PhD (Implementation Date: August 2022)

- Concentration in Applied Physiology and Nutrition
- Concentration in Applied Biomechanics

The College of Health Sciences has a group of established research active faculty as well as a master's program in place. Adding the PhD is fairly cost neutral. The College of Health Sciences is one of our fastest growing colleges.

3. Doctor of Physical Therapy (Implementation Date: August 2023)

The DPT was approved. Thanks to President Rudd, Ted Townsend and the faculty of the college for their responses to THEC which led to its approval. It is much needed in West Tennessee and will be located at the Lambuth campus.

Agenda Item 6: Research Annual Report (Presentation)

Chair Kemme recognized Dr. Jasbir Dhaliwal, Executive Vice President for Research and Innovation. Dr. Dhaliwal presented the Research Annual Report. Due to hard work by faculty, the University has record numbers of research awards. He highlighted units with \$1M+ in awards, first time principals, federal, state, and local funding by source, and recent successes. He indicated the University will know its R1 status by the last week of November.

Agenda Item 7: Achieving Graduation Equity Report (Presentation)

Chair Kemme recognized Joanna Curtis, Vice President for Advancement. Ms. Curtis shared a report from Applied Analysis on achieving graduation equity at The University of Memphis. The University retained Applied Analysis to review the economic impact (historical and future) of graduation on annual earnings for students and its impact on the community. The University's goal is to reach a 61% six-year graduation rate by 2026 as well as to achieve graduation equity. This report was a broad overview that demonstrated the importance of graduation for students, their families and the larger community.

Agenda Item 8: NCAA v. Alston Briefing (Presentation)

Chair Kemme recognized Melanie Murry, University Counsel. Ms. Murry gave an overview of the June 21, 2021, U.S. Supreme Court's unanimous decision that the NCAA rules restricting non-cash education-related benefits to student athletes were a violation of the Sherman Antitrust Act. The Supreme Court in this case addressed only the issue of education-related benefits. The NCAA is restricted from making rules that limit education-related benefits. Institutions and likely athletic conferences are allowed to make their own rules related to educational

benefits. NCAA may define education-related benefits, may regulate the way conferences and schools provide education-related benefits, may limit athletic scholarships to full cost of attendance and may limit cash awards for academic achievements.

Although this ruling is narrow, it opens the door for future cases concerning broader compensation matters.

Agenda Item 9: Name, Image and Likeness (Presentation)

Chair Kemme recognized Laird Veatch, Vice President and Director of Intercollegiate Athletics. Mr. Veatch gave a presentation on name, image and likeness (NIL) policies and an introduction to MaximUM, the system student-athletes will use for education and resources in the NIL process.

Agenda Item 10: Additional Business

Chair Kemme asked for any additional business. There was none.

Agenda Item 11: Adjournment

Chair Kemme called for a motion to adjourn. Motion was made by Trustee Roberts and properly seconded, approved by voice vote, and the committee was adjourned.

4. Tenure Upon Appointment - Dr. Bill Hardgrave

For Approval

Presented by Tom Nenon

The University of Memphis Board of Trustees

Recommendation For Approval

Date: December 8, 2021

Committee: Academic, Research and Student Success Committee

Presentation: Tenure upon Appointment -Bill C. Hardgrave, Professor

Presented by: Dr. Thomas Nenon, Executive Vice President for Academic Affairs and Provost

Background:

In addition to his distinguished record as a Dean of the School of Business and then Provost and Senior Vice President for Academic Affairs at Auburn, Dr. Hardgrave brings with him an outstanding record of accomplishment as a researcher and faculty member in business information systems. He was the holder of the Edwin & Karlee Bradberry Chair of Information Systems at the University of Arkansas, where he was also the Executive Director and founder of the Information Technology Research Institute and the Director and founder of the RFID Research Center. He has published widely in the leading journals in his field, has co-edited or co-authored several books, and has an outstanding record of external funding and two patents awarded. We are not only pleased to have him join us as our 13th President of the University of Memphis, but also proud to have him as an accomplished member of our faculty.

Recommendation:

The Academic, Research, and Student Success Committee recommends that the Board approve and grant tenure upon appointment for Dr. Bill C Hardgrave as Professor in the Department of Business Information and Technology.

REQUEST FOR A REDUCTION OF TENURE TRACK PROBATION PERIOD

This is a request to recommend that Bill C Hardgrave in the Department of BIT
First Middle Last

be granted a Six year(s) reduction in his/her tenure probation period. A copy of his/her vita must be attached.

Date: 11/18/21 **Justification** (If necessary, use additional pages and attach to this form.)

In addition to his distinguished record as a Dean of the School of Business and then Provost and Senior Vice President for Academic Affairs at Auburn, Dr. Hardgrave brings with him an outstanding record of accomplishment as a researcher and faculty member in business information systems. He was the holder of the Edwin & Karlee Bradberry Chair of Information Systems at the University of Arkansas, where he was also the Executive Director and founder of the Information Technology Research Institute and the Director and founder of the RFID Research Center. He has published widely in the leading journals in his field, has co-edited or co-authored several books, and has an outstanding record of external funding and two patents awarded. We are not only pleased to have him join us as our 13th President of the University of Memphis, but also proud to have him as an accomplished member of our faculty.

We are recommending tenure upon appointment as Professor, Business Information and Technology for Dr. Bill C. Hardgrave.

APPROVAL SIGNATURES:

Departmental Chairperson Date

Dean Date

 11/19/2021
Provost Date

President Date

COMMENTS

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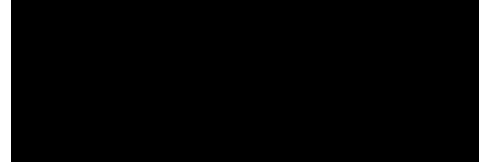
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BILL C. HARDGRAVE

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EDUCATION

- Ph.D.** Oklahoma State University, 1993
Major Field: Management Information Systems
- MBA** Missouri State University, 1990
Emphasis: Computer Information Systems
- B.S.** Arkansas Tech University, 1987
Major Field: Computer Science

WORK HISTORY

Auburn University (2010 – present)
Auburn, AL
Provost and Senior Vice President for Academic Affairs (2018 – present)
President, Auburn Research and Technology Foundation (2018 – 2020)
Dean and Wells Fargo Professor (2010 – 2017)
Raymond J. Harbert College of Business
Rank: *Professor*

Information Systems Department (1993 – 2010)
Sam M. Walton College of Business
University of Arkansas
Fayetteville, AR
Edwin & Karlee Bradberry Chair in Information Systems (2001 – 2010)
Ph.D. Coordinator (1998 – 2004)
Executive Director (and founder) (1999 – 2010)
Information Technology Research Institute
Director (and founder) (2005 – 2010)
RFID Research Center
Ranks: *Professor, Associate Professor, Assistant Professor*

Department of Management (1990 – 1993)
Spears School of Business
Oklahoma State University
Stillwater, OK
Graduate Teaching Associate

Department of Computer Information Systems (1989 – 1990)

College of Business

Missouri State University

Springfield, MO

Graduate Assistant (1989 – 1990)

Lecturer (1989)

Ellis Software, Inc.

Springfield, MO (1986 – 1989)

General Manager

Computeec, Inc.

Russellville, AR (1985 – 1986)

General Manager (1986)

Programmer/Analyst (1985)

ADMINISTRATION

Provost and Senior Vice President for Academic Affairs

Auburn University

Auburn, AL

(January 2018 – present)

The Provost and Senior Vice President of Academic Affairs serves as the Chief Academic Officer. Auburn University is an R1/D-I university with 30,737 students and a budget of \$1.2 billion.

Example activities and outcomes:

- Oversee 12 colleges and schools, including a College of Veterinary Medicine and a School of Pharmacy.
- The Office of the VP for Research, the VP for Outreach, and the VP for Inclusion and Diversity report directly to the Provost.
- Facilitated the development of the new AU strategic plan (2019-2024).
- Key leadership hires:
 - Dean of the Harbert College of Business
 - Dean of the College of Human Sciences
 - Dean of Education
 - Dean of AU Libraries
 - Vice President for Research
- Developed the ‘Faculty 4Rs’ initiative (recruit, retain, reward, recognize). As a result:
 - Created a market adjustment program for faculty: 89 faculty received market adjustments in 2018 and 92 received adjustments in 2019.
 - Revamped the faculty awards program to recognize outstanding teaching, research, service and outreach.
- Restructured the University College by merging it with the College of Liberal Arts.
- Helped develop a responsibility-based budget (also referred to as RCM); almost \$850 million of the \$1.2 billion budget flows through the Provost’s Office.
- Served on task force with state legislators to address higher education accountability in the state of Alabama.
- Worked closely with the AU Faculty Senate on several key initiatives, including a Scholarship Incentive Plan, new faculty titles (e.g., Professor of Practice), developing a policy for dual career hires, among others. The Provost serves on the AU Senate executive committee.
- Serve as chair of the University’s Promotion and Tenure committee.
- Initiated ‘Auburn First’ consisting of a dual enrollment program for high school students and ‘Pathway to the Plains’ a pathways program for students in the Alabama 2-year school system.
- Launched SCORE and First Destination programs which evaluate AU key learning outcomes for graduating students (undergraduate) and collects first destination data for all students (undergraduate and graduate).
- Moved the Office of the Vice President for Research and the Office of Inclusion and Diversity from the President’s Office to the Provost’s Office.
- Liaise with Board of Trustees on strategic planning and academic affairs.

President (2018 – 2020)

Board of Directors (2011 – 2020)

Auburn Research and Technology Foundation (ARTF)

The ARTF is a 501(c)(3) which oversees the Auburn Research Park. As President of ARTF, I had financial oversight and work closely with the Board of Directors in setting the overall strategy and direction of the research park. During my term as President, we hired a new leadership team, developed a new strategic plan, and added three new buildings to the park.

Dean and Wells Fargo Professor

Raymond J. Harbert College of Business

Auburn University

(August 2010 – December 2017)

In 2011, the college developed a new strategic plan. This new plan called for the college to be bold and aggressive, to do things differently, and to generate unprecedented resources. The vision of the college is *to be among the elite public business schools in the U.S.* The strategic plan guides actions and directs resources.

Example activities and outcomes:

- New requirements added to better prepare students, such as internships and study abroad. For example, the Supply Chain Management major is only the second supply chain program in the U.S. to require an internship as a condition of graduation.
- Several new programs added: (1) Business Analytics undergraduate major (one of the first of its kind in the U.S.); (2) PhD in Finance; (3) online undergraduate completer program in Accounting; (4) online MS in Finance; (5) Masters of Real Estate Development (in conjunction with Architecture); and (6) an online undergraduate completer program in Business Administration.
- Student growth:

	Undergraduate	Graduate	Total
2010	3087	574	3661
2017	4625	769	5394
Change	+1538 (50%)	+195 (34%)	+1733 (47%)

- Freshman retention increased from 87.8% to 90.5%.
- 6-year graduation rate improved from 75.1% to 79.8%; 4-year graduation rate improved from 50.6% to 60.3%.
- Shifted focus from quantity of research to quality of research. To support this shift, faculty-developed P&T guidelines adopted in 2011 focused on quality journal publications as a condition of tenure and/or promotion. Furthermore, reward structures were adapted to encourage high quality research.
- Internal summer research grants added to stimulate research, including competitive summer grants and guaranteed summers for untenured faculty.
- Faculty journal publication productivity increased 64%; funded research grew by more than 78%.
- Annual citations grew from 10,189 to 14,122 (with constant number of faculty).

- New research centers established: (1) the Geospatial Research and Applications Center; (2) the Center for Supply Chain Innovation; and (3) the RFID Lab (jointly with Engineering and Human Sciences).
- In 2010, 16 faculty held a professorship, fellowship, or endowed chair. By 2018, 50 endowed positions had been established.
- The COACHE survey found Harbert College faculty to be the most satisfied at Auburn University – in most cases, much higher than other AU colleges/schools.
- The college's first diversity officer was appointed in 2011; as a result, diversity improved. For example, in 2017, 69% of faculty hires were female and 30% were racial minority.
- Launched a bi-annual magazine (the *Harbert Magazine*) and an annual report. We also created a social media platform utilizing Twitter, Instagram, and Facebook, among others.
- Established young alumni chapters (for business) in Atlanta, Birmingham, Nashville, Charlotte, and New York.
- Created opportunities for alumni and industry to participate via a variety of programs such as our mentoring program (~100 mentors), guest speakers (> 400 guest speakers annually), and Entrepreneurial Summit (including the Top Tigers recognition and Entrepreneur Hall of Fame).
- Actively visit alumni and companies. For example, in 2017, we held 56 events (receptions, dinners, etc.) with approximately 3,500 attendees.
- Increased alumni engagement more than 50% (from 8,000 actively engaged alumni to more than 12,000).
- In 2011, the college established a campaign goal of \$100 million. The college raised ~\$135 million by December 2017. For comparison, the college's goal in the prior campaign (ending in 2008) was \$19 million (and raised \$23 million). From 1967 (the college's inception) through 2008, the college raised about \$60 million.
- In June 2013, Raymond and Kathryn Harbert donated \$40 million to the college. At the time, it was the largest gift in Auburn's history. The college was subsequently renamed the Raymond J. Harbert College of Business.
- In 2010, the college's endowment was \$27 million. As of December 2017, the endowment topped \$100 million, representing a 270% increase.
- Rankings often provide external validation of our efforts. Example rankings:
 - #1 in Big Data Analytics research by *EmeraldInsights*
 - #2 Online MBA by *Poets & Quants*
 - #3 Undergraduate supply chain management program by Gartner Group
 - #4 in Supply Chain research by *Transportation Journal*
 - #5 Online Accounting Masters Degree program by *Accounting Degree Review*
 - #6 Online Non-MBA Programs by *US News and World Report*
 - #10 Online MBA Program by *US News and World Report*

Founder and Executive Director
Information Technology Research Institute
Sam M. Walton College of Business
University of Arkansas
Fayetteville, AR
(1999 – 2010)

The Information Technology Research Center (ITRC) was founded in 1999 with a \$4 million gift from the Walton Family Foundation. In 2004, the ITRC was renamed the Information Technology Research Institute (ITRI) to reflect its broader scope and status on campus. The mission of the ITRI was to advance the state of research and practice in the development and use of information technology for enhancing the performance of individuals and organizations; provide a forum for multi-disciplinary work on issues related to information technology; to promote student interest in the study of information technology; and facilitate the exchange of information between the academic and business communities.

As the first research center in the Walton College, it became the model for additional centers. By 2010, nine additional centers had been formed in the Walton College. The ITRI has always been 100% financially self-sufficient.

Example activities and outcomes:

- Engaged the business community by developing an advisory board. Advisory board companies paid an annual membership fee, comprising about 1/3 of the ITRI's annual budget. At peak, 30 companies were represented, including Walmart, Conoco-Phillips, E.J. Gallo, Microsoft, Oracle, Tyson, and Dillard's, among many others.
- Created the Technology Awareness Program. This program, focused on exposing under-represented groups (females and racial minorities) to the field of Information Technology, brought high school juniors and seniors to campus for one week during the summer. As a result of this program, enrollment from under-represented groups increased significantly.
- Established the Women in IT conference. This annual conference, focusing on women's issues in the IT workforce, regularly drew more than 300 attendees.
- Launched a dedicated IT Career Fair in which more than 50 companies came to campus to recruit IT students.
- Hosted the IT Executives in the Classroom program. More than 50 guest speakers annually visited the IT department's classes.
- Developed a forum for interaction between faculty and industry. This interaction led to multiple research projects.
- Created the IT Working Paper series. As of 2010, more than 150 papers from IT faculty were included. In 2010, approximately 2400 requests for working papers from 134 universities and 207 companies were received.
- Worked with Springdale High School (the largest high school in Arkansas and the largest Hispanic population in the state) to create an IT concentration in high school. This pre-preparation in IT and the coordination with our programs created a pipeline of Hispanic students to the University of Arkansas to study IT.

Founder and Director

RFID Research Center
Sam M. Walton College of Business
University of Arkansas
(2005 – 2010)

In 2005, the RFID Research Center was created with an initial research grant from Walmart Stores, Inc. From this grant, the RFID Research Center grew at the University of Arkansas to eventually include more than 50 industry sponsors, and a physical lab space of approximately 10,000 s.f. At peak, about 30 students and five full-time employees worked in the lab. The mission of the RFID Research Center was to create and extend knowledge in RFID utilization and its impacts on business and society. Since its inception, the RFID Research Center has been 100% financially self-sufficient.

In 2014, the RFID Research Center moved from the University of Arkansas to Auburn University where it was renamed the RFID Lab. The center's lab director, technical director, and more than \$2 million in equipment moved to Auburn, along with about \$1 million annual sponsorship and projects. The center's new home is a 13,000 s.f. lab located a few miles off-campus in a former Bruno's Supermarket. More information about the RFID Lab at Auburn University can be found at <http://rfid.auburn.edu>

Example activities and outcomes (2005 – 2010):

- Named one of the “Top 10 Coolest University Labs” in the U.S (by *Network World*).
- Generated or facilitated more than \$30 million in research grants and gifts.
- The center became the first academic lab accredited by EPC Global (one of only nine accredited labs in the world).
- More than 1000 visitors passed through the RFID lab annually. At one point, the lab was such a popular attraction it was put on the official tourist route through the state of Arkansas.
- Center personnel (director, etc.) have been invited to present research and lab activities throughout the world – regularly, more than 15 presentations per year, reaching audiences of more than 10,000.
- Featured in many popular media outlets, such as the *Wall Street Journal*, *PBS* and *The NewsHour*.
- Founding member of the Global RF Lab Alliance – a consortium of six labs from the U.S., Italy, Germany, South Korea, and Hong Kong.
- Developed a methodology to grade and certify RFID tags. The methodology was eventually adopted by GS1 (Global Standards 1) and made a global standard.
- The lab has worked with hundreds of companies on a variety of projects, including Walmart, Boeing, Macy's, Motorola, and Intel, among others. Millions in research grants have been generated to fund these projects.
- The RFID White Paper series (original research conducted by or through the RFID Lab) has had more than 50,000 downloads of its 25+ papers.
- The lab is recognized nationally and internationally as the leading center for RFID research.

RESEARCH**Journal Articles and Book Chapters** (in reverse chronological order)

Irani-Williams, F., Tribble, L., Rutner, P.S., Campbell, C., McKnight, D.H, and Hardgrave, B.C., “Just Let Me Do My Job! Exploring the Impact of Micromanagement on IT Professionals,” The DATA BASE for Advances in Information Systems, accepted April 2020, *forthcoming*.

Goyal, S., Hardgrave, B.C., Aloysius, J., and DeHoratius, N., “The Effectiveness of RFID in Backroom and Sales Floor Inventory Management,” International Journal of Logistics Management, 27 (3), 2016, 795-815.

Brooks, J., Hardgrave, B.C., O’Leary-Kelley, A., McKinney, V., and Wilson, D.D., “Identifying with the Information Technology Profession: Implications for Turnaway of IT Professionals,” The DATA BASE for Advances in Information Systems, 46 (1), February 2015, 8-23.

Hardgrave, B.C., Aloysius, J., and Goyal, S., “RFID-Enabled Visibility and Inventory Inaccuracy: An Experiment in the Field,” Production and Operations Management, 22 (4), July-August 2013, 843-856.

Miller, R.E., Hardgrave, B.C., and Jones, T.W., “ISS-QUAL: A Measure of Service Quality for the Information Systems Function,” Information Systems Management, 30 (3), 2013, 250-262.

Kasiri, N., Sharda, R., and Hardgrave, B.C., “A Balanced Scorecard for Item-Level RFID in the Retail Sector: A Delphi Study,” European Journal of Information Systems, 21, 2012, 255-267.

Miller, R.E., Hardgrave, B.C., and Jones, T.W., “SERVQUAL Dimensionality: An Investigation of Presentation Order Effect,” International Journal of Services and Standards, 7 (1), 2011, 1-17.

Hardgrave, B.C., Goyal, S. and Aloysius, J., “Improving Inventory Management in the Retail Store: The Effectiveness of RFID Tagging across Product Categories,” Operations and Management Research, 4 (1-2), 2011, 6-13.

Buyurgan, N., and Hardgrave, B.C., “RFID in the Healthcare Industry,” in Emerging Pervasive and Ubiquitous Aspects of Information Systems: Cross-Disciplinary Advancements, J. Symonds, editor, IGI Global, Hershey, PA, 2011, 1-17.

Rutner, P., Riemenschneider, C., O’Leary-Kelly, A., and Hardgrave, B., “Work Exhaustion in Information Technology Professionals: The Impact of Emotional Labor,” The DATA BASE for Advances in Information Systems, 42 (1), February 2011, 102-120.

Delen, D., Hardgrave, B.C., and Sharda, R., “The Promise of RFID-enabled Sensors in the Perishables Supply Chain,” IEEE Wireless Communications, 18 (2), 2011, 82-88.

Brooks, N., Riemenschneider, C., Hardgrave, B.C., and O’Leary-Kelly, A., “IT Professional Identity: Needs, Perceptions, and Belonging” European Journal of Information Systems, 20, 2011, 87-102.

Chilton, M., Hardgrave, B.C., and Armstrong, D., “Performance and Strain Levels of IT Workers Engaged in Rapidly Changing Environments: A Person-Job Fit Perspective,” The DATA BASE for Advances in Information Systems, 41 (1), February 2010, 8-35.

Hardgrave, B.C., “Retail’s Dirty Little Secret – Inventory Inaccuracy,” Media & Entertainment Journal, Fall/Winter, 2009, 26-28.

Bottani, E., Hardgrave, B.C., and Volpi, A., “A Methodological Approach to the Development of RFID Supply Chain Projects,” International Journal of RF Technologies: Research and Applications, 1 (2), June 2009, 131-150.

McKnight, D.H., Phillips, B., and Hardgrave, B.C., “Which Reduces IT Turnover Intention the Most: Workplace Characteristics or Job Characteristics?” Information and Management, 46 (3), April 2009, 167-174.

Buyurgan, N., Hardgrave, B.C., Lo, J., and Walker, R.T., “RFID in Healthcare: A Framework of Uses and Opportunities,” The International Journal of Advanced Pervasive and Ubiquitous Computing, 1 (1), January-March 2009, 1-25.

Hardgrave, B.C., Aloysius, J., and Goyal, S., “Does RFID Improve Inventory Accuracy? A Preliminary Analysis,” International Journal of RF Technologies: Research and Applications, 1 (1), March 2009, 44-56.

Hardgrave, B.C., “RFID in Transportation and Logistics,” McGraw-Hill 2009 Yearbook of Science & Technology, New York, NY: McGraw-Hill, 2009, 17-19.

Hardgrave, B.C., Langford, S., Waller, M., and Miller, R., “Improving the Retail Supply Chain with RFID: Reducing Out of Stocks,” MIS Quarterly Executive, 7 (4), December 2008, 113-124.

Miller, R., Hardgrave, B.C., and Jones, T., “Levels of Analysis Relevant in the Assessment of Information Systems Service Quality,” International Journal of Services and Standards, 4 (1), 2008, 1-15.

Rutner, P., Hardgrave, B.C., and McKnight, H., “Emotional Dissonance and the Information Technology Professional,” MIS Quarterly, 32 (3), September 2008, 635-652.

Hardgrave, B.C., and Miller, R., “RFID in the Retail Supply Chain: Issues and Opportunities,” in RFID Technology and Applications, S. Miles, S. Sarma, and J. Williams, editors, Cambridge University Press, 2008, 113-120.

- McKinney, V., Wilson, D., Brooks, N., O’Leary-Kelly, A., and Hardgrave, B.C., “Women and Men in the Information Technology Profession: Are We Alike or Different?” Communications of the ACM, 51 (2), February 2008, 81-84.
- Delen, D., Hardgrave, B.C., and Sharda, R., “RFID for Better Supply-Chain Management through Enhanced Information Visibility,” Production and Operations Management, 16 (5), September-October 2007, 613-624.
- Armstrong, D.A, and Hardgrave, B.C., “Understanding Mindshift Learning: The Transition from Structured to Object-Oriented Development,” MIS Quarterly, 31 (3), September 2007, 453-474.
- Patton, J., and Hardgrave, B.C., “An Overview and Introduction to the RFID Research Center at the University of Arkansas,” IEEE Applications & Practice, (1) 1, April 2007, 12-13.
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Research Grants: Externally Funded

“The Business Case for RFID,” Walmart Stores, Inc., \$150,024, status: funded for August 15, 2009 through May 15, 2010.

“Tyson Cold Chain Load Temperature Profile Measurement Testing Proposal – Phase III,” Tyson Foods, Inc., \$18,878, status: funded for August 14, 2009 through December 14, 2009.

“UPM Raflatac Corn Tagging Feasibility Study,” UPM Raflatac, \$23,838, status: funded for August 14, 2009 through December 14, 2009.

“Apparel / Footwear RFID Item-Level Tagging,” ADT, Inc., \$64,953, status: funded for March 15, 2009 through October 15, 2009.

“Costco Item-Level Tagging Project,” Costco, Inc., \$69,336; status: funded for January 14, 2009 through May 15, 2009.

“The Business Case for RFID,” Walmart Stores, Inc., \$150,054, status: funded for August 15, 2008 through May 15, 2009.

“Apparel / Footwear Item-Level Tagging: The ROI for RFID (continued),” Voluntary Interindustry Commerce Solutions Association, \$41,255, status: funded for August 15, 2008 through January 31, 2009.

“Tyson Cold Chain Load Temperature Profile Measurement Testing Proposal – Phase II,” Tyson Foods, Inc., \$27,577, status: funded for August 4, 2008 through November 7, 2008.

“Apparel / Footwear Item-Level Tagging: The ROI for RFID,” Voluntary Interindustry Commerce Solutions Association, \$84,633, status: funded for January 1, 2008 through May 12, 2008.

“Tyson Cold Chain Load Temperature Profile Measurement Testing,” Tyson Foods, Inc., \$39,949, status: funded for November 8, 2007 through January 15, 2008.

“Apparel / Footwear Item-Level Tagging: Feasibility and Field Trials” (with D. Armstrong), Voluntary Interindustry Commerce Solutions Association, \$109,949, status: funded for March 15, 2007 through December 31, 2007.

“Examining Supply Chain Efficiency Gains from RFID,” (with M. Waller and J. Aloysius), Walmart Stores, Inc., \$224,806, status: funded for August 15, 2006 through December 31, 2007.

“Does RFID Reduce Out of Stocks?” (with M. Waller), Walmart Stores, Inc., \$185,224, status: funded for August 22, 2005 through May 14, 2006.

“RFID: Dispelling Myths, Ready for the Future, and Exploring Its Benefits,” (with M. Waller), Walmart Stores, Inc., \$85,126, status: funded for January 15, 2005 through May 31, 2005.

“Planning, Designing, and Implementing Change: A Case Study of Two Major Organization Changes - RFID and Software Development Practices,” Walmart Stores, Inc., \$58,893, status: funded for August 15, 2004 through December 15, 2004.

“The Influence of Professional Identification on the Retention of Women and Racial Minorities in the IT Workforce,” (with A. O’Leary-Kelly, V. McKinney, D. Wilson), National Science Foundation, \$603,942; status: funded for June 2003 through May 2006.

“Research and Development of Website Content for Human Resources,” (with D.E. Douglas), Texaco/Star Enterprise, \$13,500, status: funded Spring and Summer 1996.

“A Performance Comparison of Eight Inductive Decision Models for Predicting Commercial Loan Creditworthiness,” (with L. Glorfeld), Worthen Banking Corporation, \$5000, status: funded: Summer 1994.

Refereed Proceedings (in reverse chronological order)

Mooney, J., Salisbury, D., Schwarz, A., Fuller, M., Hardgrave, B., Jessup, L., and Todd, P., “Reflect and Redefine: Deans’ Perspectives on the Positioning of IS within the Business School,” AMCIS 2012 Proceedings, paper 10, July 2012.

Miller, R.E., Hardgrave, B.C., and Jones, T.W., “A Conceptual Model of Service Quality for the Information Systems Function,” Midwest Association for Information Systems 2010 Proceedings, paper 2, 2010.

Nesterkin, D., Jones, T.W., and Hardgrave, B.C., “The Role of Individual Non-Response Bias in Team-Level Research: The Process of Non-Response and the Conditions Under Which the Non-Response Biases Team-Level Correlations,” 2009 Proceedings of the National Decision Sciences Institute, November 2009.

Goyal, S., Aloysius, J., and Hardgrave, B.C., “Using RFID to Improve Inventory Accuracy,” Proceedings of the Fifteenth Americas Conference on Information Systems, August 2009.

Miller, R., Hardgrave, B.C., and Jones, T., “The Impact of Presentation Order on SERVQUAL Dimensionality,” 2008 Proceedings of the National Decision Sciences Institute, November 2008.

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Hardgrave, B.C., Taylor, A.R., and Kidd, J.H., “The Long Road to Software Process Improvement: A Chronology of One Company’s Efforts,” Proceedings of the Sixth Americas Conference on Information Systems, August 2000, 435-438.

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Chilton, M., and Hardgrave, B.C., “Understanding the Effects of a Paradigm Shift: The Case of Object-Oriented Technology,” Proceedings of the Fifth Americas Conference on Information Systems, August 1999, 606-608.

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- Johnson, R., and Hardgrave, B.C., "Evaluation of OOSD: Opinions, Cases, and Empirical Research," 1997 Proceedings of the National Decision Sciences Institute, November 1997, 660-662.
- Douglas, D., and Hardgrave, B.C., "Object-Oriented Trends: Information Systems Degree Programs," 1997 AIS Americas Conference on Information Systems, August 1997, 754-755.
- Satzinger, J., Doke, E.R., and Hardgrave, B.C., "Toward a Framework for Understanding Object-Oriented Development Practices," 1997 AIS Americas Conference on Information Systems, August 1997, 742-744.
- Hardgrave, B.C., "Object-Oriented Software Development: Process Improvement or Process Innovation?," Proceedings of the 1997 Information Resources Management Association International Conference, May 1997, 386-390.
- Doke, E.R., and Hardgrave, B.C., "The Evolution of COBOL," 1997 Proceedings of the Southeast Decision Sciences Institute, March 1997, 135-137.
- Craig, L.H., and Hardgrave, B.C., "Information Engineering and Object-Oriented Development: A Comparison," 1996 Proceedings of the National Decision Sciences Institute, November 1996, 688.
- Heilman, G., Foltz, C.B., and Hardgrave, B.C., "Object-Oriented Methodologies: A Comparison Based Upon Objective Measures," 1996 Proceedings of the National Decision Sciences Institute, November 1996, 820-822.
- Walstrom, K.A. and Hardgrave, B.C., "The Measure of MIS Academic Scientific Research Productivity," 1996 Proceedings of the National Decision Sciences Institute, November 1996, 743.
- Kletke, M.G., van Vliet, P., Schroeder, D., Phelps, J., and Hardgrave, B.C., "Virtual Group Projects: A Critical University Educational Experience," 1996 Proceedings of the National Decision Sciences Institute, November 1996, 743-745.
- Walstrom, K.A., and Hardgrave, B.C., "A Snapshot of MIS Researcher Agendas," 1996 AIS Americas Conference on Information Systems, August 1996, 149-151.
- Glorfeld, L.W., and Hardgrave, B.C., "Developing Better Neural Network Classification Models: An Example of Determining Commercial Loan Creditworthiness," 1995 Proceedings of the National Decision Sciences Institute, November 1995, 511-513.

- Hardgrave, B.C., "Empirical Comparisons of Object-Oriented and Entity-Relationship Data Models," 1995 Proceedings of the National Decision Sciences Institute, November 1995, 648.
- Glorfeld, L.W., and Hardgrave, B.C., "Predicting Commercial Loan Creditworthiness: A Comparison of Eight Inductive Decision Models," 1995 Proceedings of the Southwest Decision Sciences Institute, March 1995, 123-125.
- Hardgrave, B.C., "The Success of Prototyping," 1995 Proceedings of the Southwest Decision Sciences Institute, March 1995, 77-79.
- Walstrom, K.A., and Hardgrave, B.C., "The Evolution of MIS Research Topics: An Empirical Analysis," 1994 Proceedings of the National Decision Sciences Institute, November 1994, 828-830.
- Hardgrave, B.C., and Doke, E.R., "Towards a Model for Selecting a Systems Development Strategy," 1994 Proceedings of the National Decision Sciences Institute, November 1994, 1098-1100.
- Hardgrave, B.C., "Bank Failure Prediction Using Neural Networks," 1994 Proceedings of the Southwest Decision Sciences Institute, March 1994, 124-126.
- Hardgrave, B.C., and Dalal, N.P., "Understanding Data Models: An Empirical Analysis of Object-Oriented and Entity-Relationship Modeling," 1994 Proceedings of the Southwest Decision Sciences Institute, March 1994, 26-28.
**This paper received the "1994 Irwin Distinguished Paper Award"*
- Hardgrave, B.C., and Dalal, N.P., "A Comparison of Object-Oriented and EER Modeling: An Initial Investigation," 1993 Proceedings of the National Decision Sciences Institute, November 1993, 762.
- Hardgrave, B.C., and Wilson, R.L., "A Survey of Guidelines for the Proper Usage of Information System Prototyping," 1993 Proceedings of the National Decision Sciences Institute, November 1993, 830-832.
- Hardgrave, B.C., "Expert System Applications in Production Scheduling," 1993 Proceedings of the National Decision Sciences Institute, November 1993, 1608-1610.
- Hardgrave, B.C., and Kletke, M.G., "A Dynamic Organizing Framework for Information Systems Research," 1992 Proceedings of the National Decision Sciences Institute, November 1992, 858-860.
- Hardgrave, B.C., "A Survey of Object-Oriented Design Methods," 1992 Proceedings of the National Decision Sciences Institute, November 1992, 970-972.

Doke, E.R., Swanson, N.E., and Hardgrave, B.C., "The Decision to Prototype Information Systems: A Pilot Study," 1992 Proceedings of the National Decision Sciences Institute, November 1992, 917-919.

Doke, E.R., Hardgrave, B.C., and Swanson, N.E., "Prototyping and the Systems Development Life Cycle: An Investigation of the Relationships," 1991 Proceedings of the National Decision Sciences Institute, November 1991, 839-841.

Hardgrave, B.C., and Doke, E.R., "Risk Assessment and Measurement for Information Systems Projects," 1990 Proceedings of the National Decision Sciences Institute, November 1990, 1134.

Patents Awarded

- *Configurable Platform Architecture and Method of Use Thereof*; US Patent 9,378,055 B1; Issued June 28, 2016.
- *Configurable Platform Architecture and Method of Use Thereof*; US Patent 9,858,127 B2; Issued January 2, 2018 (extension of original patent # 9,378,055 B1).

Research Interests

- Systems development
 - Object-oriented technology
 - Development process improvement
- RFID
 - Data analytics
 - Deployment
 - Business case / ROI
- Adoption and use of technological innovations, especially process innovations
- IS personnel (motivation, retention, turnover)

Research Honors and Awards

2012 RFID Journal Special Achievement Award (given to individual having the biggest impact on the industry)

2009 Ted Williams Award – AIM Global (given to top researcher in auto ID field)

2007 Society for Information Management, Honorable Mention, Paper Awards Competition

1994 Irwin Distinguished Paper Award - Southwest Decision Sciences Institute

Invited Presentations (research-related; external audiences)

- “Can Retailers be Omnichannel Ready without RFID?” RFID Journal Live Europe, London, U.K., November 13, 2019.

- “Can Retailers be Omnichannel Ready without RFID?” RFID Journal Live @ RetailX 2019, Chicago, IL, June 26, 2019.
- “Are Retailers Omnichannel Ready?” Retail Touchpoints Live @ RetailX 2019, Chicago, IL, June 26, 2019.
- “Resistance is Futile: Embracing the Inevitable Use of RFID in Apparel Retail,” RFID Journal Live, Phoenix, AZ, April 3, 2019.
- “Resistance is Futile: Embracing the Inevitable Use of RFID in Apparel Retail,” RFID Journal Live Europe, London, U.K., November 7, 2018.
- “Project Zipper: Project Update,” GS1 Connect, Phoenix, AZ, June 4, 2018.
- “Preparing for the Technology-Enabled Future of Retail,” RFID Journal Live Europe, London, U.K., November 16, 2017.
- “Preparing for the Technology-Enabled Future of Retail,” RFID in Retail and Apparel Conference, New York, NY, September 26, 2017.
- “Are you Ready for the New World of Retail?” RFID Journal Live, Phoenix, AZ, May 10, 2017.
- “Laying the Foundation for an Omnichannel Strategy with RFID,” RFID Journal Live Europe, London, U.K., November 10, 2016.
- “The State of RFID: Past, Present, and Future,” Avery-Dennison Board of Directors meeting, Los Angeles, CA, October 26, 2016.
- “Laying the Foundation for an Omnichannel Strategy with RFID,” RFID in Retail and Apparel Conference, New York, NY, October 6, 2016.
- “True Measures of EPC/RFID Success Beyond the Sales Lift,” GS1 Connect, Washington, D.C., June 1, 2016.
- “Retailer Use Cases: Benefits of Item-Level RFID,” pre-conference workshop, RFID Journal Live, Orlando, FL, May 3, 2016.
- “Supplier Uses Cases: Benefits of Item-Level RFID,” pre-conference workshop, RFID Journal Live, Orlando, FL, May 3, 2016.
- “RFID: The Omnichannel Enabler,” RILA Asset Protection Conference, Dallas, TX, April 19, 2016.
- “RFID in Apparel Retail: The First Steps,” webinar hosted by GS1 U.K., March 8, 2016.
- “RFID: The Omnichannel Enabler,” RFID Journal Live Europe, London, U.K., November 10, 2015.
- “RFID: Getting Maximum Value from a Disruptive Technology,” RFID Journal Live Brazil, Sao Paulo, Brazil, October 7, 2015.
- “RFID: The Omnichannel Enabler,” GS1 Brazil Retailer workshop, Sao Paulo, Brazil, October 6, 2015.
- “Can Online Retailers be Disrupted? RFID as a Disruptive Enabler,” RFID Journal Live for Fashion, New York, NY, September 17, 2015.
- “The Importance of Accurate Inventory Visibility,” GS1 Connect 2015, Austin, TX, June 3, 2015.
- “Retailer Use Cases: Benefits of Item-Level RFID,” RFID Journal Live, San Diego, CA, April 15, 2015.
- “Supplier Use Cases: Benefits of Item-Level RFID,” RFID Journal Live, San Diego, CA, April 15, 2015.
- “Can Online Retailers be Disrupted?” Dick’s Sporting Goods Innovation Speakers Series, Pittsburgh, PA, March 20, 2015.

- “RFID: Retailers – It is Not Too Late, But the Clock is Ticking,” RVCF Conference, Phoenix, AZ, November 3, 2014.
- “RFID: Suppliers – The Time is Now!” RVCF Conference, Phoenix, AZ, November 3, 2014.
- “The Value of RFID,” GS1 RFID Adoption Workshop, Phoenix, AZ, November 2, 2014.
- “Can Online Retailers be Disrupted?” RFID Journal Live Europe, London, U.K., October 23, 2014.
- “Inventory Accuracy and Omnichannel: The Role of RFID,” Motorola / Avery-Dennison Executive Leadership Summit, Chicago, IL, October 21, 2014.
- “The Value of RFID,” GS1 RFID Adoption Workshop, San Diego, CA, June 9, 2014.
- “Real-World RFID: The Retailer’s Story,” Checkpoint Webinar, April 23, 2014.
- “Can Online Retailers be Disrupted?” RFID Journal Live, Orlando, FL, April 9, 2014.
- “Supplier Use Cases: The Benefits of Item-Level RFID,” RFID Journal Retailer Workshop, Orlando, FL, April 8, 2014.
- “Retailer Use Cases: The Benefits of Item-Level RFID,” RFID Journal Retailer Workshop, Orlando, FL, April 8, 2014.
- “RFID: An Update, Direction, and Call for Action (Retailers),” RVCF Conference, Phoenix, AZ, November 13, 2013.
- “RFID: An Update, Direction, and Call for Action (Vendors),” RVCF Conference, Phoenix, AZ, November 13, 2013.
- “Item Level RFID Readiness for Retailers and Brands,” webinar hosted by GS1, November 12, 2013.
- “Item Level Readiness for Solution Providers,” webinar hosted by GS1, September 18, 2013.
- “RFID: Getting Maximum Value from a Disruptive Technology,” RFID Journal Live, Orlando, FL, May 1, 2013.
- “Core Store Operations,” RFID Journal Live, Orlando, FL, April 30, 2013.
- “Omni-channel Retail: The Role of RFID,” EPCglobal Board of Governors meeting, Dallas, TX, March 20, 2013.
- “RFID: Getting Maximum Value from a Disruptive Technology,” GS1 Global Standards Conference, Dallas, TX, March 19, 2013.
- “The State of the Retail Supply Chain and the Need for RFID ...” GS1 US Apparel User Group Meeting, New York, NY, January 15, 2013.
- “RFID for Retailers: Everything You Wanted to Know About RFID But Were Afraid to Ask,” VCF Conference, Phoenix, AZ, November 12, 2012.
- “RFID for Suppliers: Everything You Wanted to Know About RFID But Were Afraid to Ask,” VCF Conference, Phoenix, AZ, November 12, 2012.
- “RFID: Getting Maximum Value From a Disruptive Technology,” RFID Journal Live! Europe, London, U.K., October 30, 2012.
- “RFID – How to Pilot New Technology,” RETECH (Tyco) User Conference, Boca Raton, FL, October 9, 2012.
- “RFID for LP – Drivers & Deployment Considerations,” LP Magazine webinar, September 24, 2012.
- “Key Considerations for RFID Pilots and Deployments,” University of Arkansas RFID Annual Users Conference, Fayetteville, AR, September 11, 2012.
- “Deans’ Perspectives on the Positioning of IS within the Business School,” Americas Conference on Information Systems, Seattle, WA, August 10, 2012.

- “Key Considerations for RFID Pilots and Deployments,” RFID Journal webinar, June 12, 2012.
- “Update on RFID Rollouts,” UConnect conference, Dallas, TX, June 4, 2012.
- “International Supply Chain Management and the Role of RFID,” Chengdu Chamber of Commerce, Chengdu, China, April 13, 2012.
- “Key Considerations for RFID Pilots and Deployment,” RFID Journal Live!, Orlando, FL, April 3, 2012.
- “RFID Adoption in Retail: Past, Present, and Future,” University of Parma, Parma, Italy, March 29, 2012.
- “RFID for Retailers: Everything you Always Wanted to Know About RFID but Were Afraid to Ask,” VCF Conference, Orlando, FL, March 19, 2012.
- “The State of RFID,” VICS Logistics Meeting, Atlanta, GA, March 8, 2012.
- “RFID: How to Get Started (for Suppliers),” VCF Conference, Orlando, FL, March 19, 2012.
- “RFID: How to Deploy (for Retailers),” VCF Conference, Orlando, FL, March 19, 2012.
- “Supplier ROI RFID Study: Phase II,” Webinar, sponsored by GS1, December 15, 2011.
- “RFID: Making the Business Case for Retailers,” VCF Conference, Phoenix, AZ, November 14, 2011.
- “RFID: Making the Case for Merchandise Suppliers,” VCF Conference, Phoenix, AZ, November 14, 2011.
- “The Future of RFID,” Motorola Science Advisory Board Meeting, Chicago, IL, November 2, 2011.
- “Driving Increased Sales Through Display Execution with RFID,” Webinar, sponsored by Motorola, September 21, 2011.
- “Why EPC-Enabled RFID Now? The Business Case for RFID in Retail,” UConnect conference, Orlando, FL, June 2, 2011.
- “Beyond the Beep: A Practical Approach to RFID-Based EAS for the Apparel Industry,” Webinar, sponsored by Checkpoint, May 25, 2011.
- “Adding Value to EAS Solutions with RFID,” RFID Journal Live! Conference, Orlando, FL, April 12, 2011.
- “Supplier Business Case Study,” National Retail Federation, VICS Meeting, New York, NY, January 11, 2011.
- “RFID Applications,” AgGateway Conference, Tampa, FL, November 9, 2010.
- “Inventory Accuracy and RFID,” AIM Expo, Chicago, IL, November 3, 2010.
- “Past, Present, and Future: Perspectives on RFID Adoption,” Society for Information Management, Birmingham, AL, October 20, 2010.
- “RFID in Retail: The Past, the Present, and the Future,” Zebra Corp. Customer Conference, Chicago, IL, August 18, 2010.
- “RFID in Retail: The Past, the Present, and the Future,” ABRAS Conference (Brazilian Supermarket Association), Sao Paulo, Brazil, August 16, 2010.
- “All Things RFID: JCPenney Project and Industry Status,” UConnect Conference, San Antonio, TX, June 7, 2010.
- “RFID-Enabled Visibility and Inventory Record Inaccuracy: Experiments in the Field,” Production and Operations Management Society, Vancouver, Canada, May 9, 2010.
- “How Retailers Benefit from Using RFID to Improve Inventory Accuracy,” RFID Journal Live!, Orlando, FL, April 15, 2010.
- “RFID in Retail: Where We Are Today,” RFID Journal Live!, Orlando, FL, April 15, 2010.

- “RFID in Retail: What We Know So Far,” RFID Apparel/Footwear Supplier Workshop, Orlando, FL, April 14, 2010.
- “The Myths and Realities of RFID,” Arkansas Tech University, College of Business Distinguished Speaker Series, Russellville, AR, April 8, 2010.
- “The Value of EPC/RFID in the Apparel Industry,” EPCglobal US Apparel Industry Summit for EPC/RFID, Atlanta, GA, March 4, 2010.
- “2010: The Year of the Supplier,” National Retail Federation / VICS Item-Level RFID Committee Meeting, New York, NY, January 12, 2010.
- “Applications of RFID: From Fashion to Food,” Food Sciences Seminar Series, University of Arkansas (Food Sciences Department), Fayetteville, AR, December 7, 2009.
- “RFID Applications,” AgGateway Conference, New Orleans, LA, November 10, 2009.
- “RFID-Enabled Visibility and Inventory Accuracy: A Series of Field Experiments,” Duke University, Durham, NC, November 6, 2009.
- “How Retailers Benefit from Using RFID to Improve Inventory Accuracy,” RFID Journal Live – Europe, Frankfurt, Germany, October 20, 2009.
- “How Retailers Benefit from Using RFID to Improve Inventory Accuracy,” Excelion Retailing Seminar, Toronto, Canada, October 5, 2009.
- “How Retailers Benefit from Using RFID to Improve Inventory Accuracy,” RFID in Fashion Conference, New York, NY, August 13, 2009.
- “RFID Research Center at the University of Arkansas,” Bentonville Rotary Club, Bentonville, AR, June 10, 2009.
- “Making the Business Case for Item-Level Tagging,” UConnect 2009, Orlando, FL, June 3, 2009.
- “The Role of RFID in Food Safety,” FDA Food Protection Workshop, Fayetteville, AR, May 20, 2009.
- “Making the Business Case for Item-Level Tagging,” GS1 Board of Directors meeting, Toronto, Canada, May 8, 2009.
- “RFID: Past, Present, Future?” GS1, Toronto, Canada, May 7, 2009.
- “Making the Business Case for Item-Level Tagging,” RFID Journal Live! Conference, Orlando, FL, April 29, 2009.
- “The Current RFID Landscape: Overview and Update,” SPIRIT Conference, Oklahoma State University, Stillwater, OK, April 24, 2009.
- “RFID Research Center at the University of Arkansas,” Arkansas Academy of Computing, Fayetteville, AR, April 18, 2009.
- “The Quest for Improved Inventory Accuracy,” National Retail Federation, New York, NY, January 14, 2009.
- “Why Deploy RFID?” (joint presentation with Bill Holder, CIO, Dillard’s Inc.), VICS & AAFA Item-Level RFID Meeting, New York, NY, January 13, 2009.
- “The Business Case for RFID,” Doing Business in Bentonville Symposium, Bentonville, AR, November 19, 2008.
- “The ROI for Item-Level RFID,” International RFID Symposium (hosted by Hewlett-Packard), Sao Paulo, Brazil, October, 22, 2008.
- “EPC’s Role in Loss Prevention,” EPC Connections, Chicago, Illinois, October 16, 2008.
- “An Introduction to the RFID Research Center, University of Arkansas,” AIDC-100 Meeting, Boston, MA, October 15, 2008.

- “Operational Improvements with RFID,” 2008 Colorado RFID Expo, Denver, CO, October 8, 2008.
- “The ROI for Item-Level RFID,” CSCMP’s Annual Global Conference, Denver, CO, October 8, 2008.
- “Supply Chain Challenges and the Role of RFID Technology,” RFID and Fast Moving Consumer Goods Symposium, Parma, Italy, October 1, 2008.
- “RFID for Loss Prevention: Business Case Considerations,” Item-Level RFID: The Road to ROI Conference, Fayetteville, AR, September 10, 2008.
- “Major Use Cases for RFID,” Item-Level RFID: The Road to ROI Conference, Fayetteville, AR, September 10, 2008.
- “RFID’s Role in Loss Prevention,” RFID in Fashion Conference, New York, NY, August 13, 2008.
- “An Overview of Item-Level Tagging,” VICS/AAFA RFID Committee Meeting, New York, NY, August 13, 2008.
- “Item Level Tagging: Feasibility, Use Cases, EAS,” UConnect 2008, Dallas, TX, June 11, 2008.
- “Item Level Tagging: Feasibility, Use Cases, EAS,” University of Parma, Italy, May 31, 2008.
- “RFID in the Supply Chain,” University of Parma, Italy, May 31, 2008.
- “Improving Understated PI Accuracy: An Investigation of RFID’s Utility,” Production and Operations Management Society, San Diego, CA, May 9, 2008.
- “RFID – Your Business, Your Future,” SPI The Plastics Industry Annual Business Conference, Napa, CA, May 6, 2008.
- “Item Level Tagging: Feasibility, Uses Cases, EAS,” Retail Industry Leaders Association – Loss Prevention Conference, Dallas, TX, April 30, 2008.
- “Does RFID Improve Inventory Accuracy?” RFID Journal Live!, Las Vegas, NV, April 18, 2008.
- “Item Level Tagging: Feasibility and Use Cases,” RFID Journal Live!, Las Vegas, NV, April 17, 2008.
- “RFID for Improved Fresh Item Quality,” RFID Journal Live!, Las Vegas, NV, April 16, 2008.
- “Research Directions in RFID,” SPIRIT Conference, Oklahoma State University, Stillwater, OK, March 13, 2008.
- “Item-Level Tagging: Feasibility, Use Cases, ROI,” Item-Level RFID: Future Direction – Current Status Conference, Fayetteville, AR, January 31, 2008.
- “Item-Level Tagging: Feasibility, Use Cases, ROI,” Voluntary Interindustry Commerce Solutions (VICS) Association RFID Conference, New York, NY, January 15, 2008.
- “Operational Improvements with RFID: Making the Business Case for RFID,” Decision Sciences Institute Conference (invited presentation), Phoenix, AZ, November 19, 2007.
- “Current Research Topics in RFID,” Decision Sciences Institute Conference (invited presentation), Phoenix, AZ, November 19, 2007.
- “RFID in the Cold Chain,” RFID Journal Live! Europe, Amsterdam, The Netherlands, November 6, 2007.
- “Item Level Tagging for Apparel and Footwear: Feasibility Assessment,” Center for Retailing Excellence Executive Advisory Board Meeting, Springdale, AR, October 10, 2007.

- “Operational Improvements with RFID: Making the Business Case for RFID,” University of Bremen, Bremen, Germany, August 29, 2007.
- “Item Level Tagging for Apparel and Footwear: Feasibility Assessment,” Apparel and Footwear Summit, New York, NY, August 20, 2007.
- “RFID: Understanding the Path to Business Value,” Distinguished Speaker Series, The Consortium for Supply Chain Management Studies, St. Louis University, St. Louis, MO, July 24, 2007.
- “RFID Research Center: Bridging the Gap between Academia and Industry,” M2M Conference, Chicago, IL, June 20, 2007.
- “RFID: An Overview and Uses for Food Safety,” Food Defense Workshop, University of Arkansas, Fayetteville, AR, May 24, 2007.
- “Operational Improvements with RFID: Making the Business Case for RFID,” Harvard University, Cambridge, MA, May 15, 2007.
- “RFID in Retail,” Loss Prevention Executive Roundtable, Rockville, MD, May 9, 2007.
- “RFID’s Impact in the Cold Chain: Lessons Learned,” RFID Journal Live! Conference, Orlando, FL, May 1, 2007.
- “RFID and the Cold Chain,” RFID Journal Live! Cold Chain Pre-Conference, Orlando, FL, April 30, 2007.
- “RFID: Understanding the Path to Business Value,” Danish Technologic Institute, Copenhagen, Denmark, March 15, 2007.
- “RFID: Understanding the Path to Business Value,” Identity Solutions Symposium and Workshop, Jonesboro, AR, February 22, 2007.
- “An Overview of RFID at the University of Arkansas: Activities and Research,” Lockheed-Martin Corporation, Dallas, TX, February 16, 2007.
- “RFID: An Overview and Applications,” Central Arkansas Institute for Internal Auditors, Little Rock, AR, February 14, 2007.
- “RFID for Improved Fresh Item Quality,” ADC Fresh Item Management Conference, Tampa, FL, January 23, 2007.
- “RFID: Item-Level Tagging Considerations,” National Retail Federation, New York, NY, January 16, 2007.
- “Show Me the Value! The Business Case for RFID,” Consumer Electronics Supply Chain Academy, Las Vegas, NV, January 10, 2007.
- “Does RFID Reduce Out of Stocks? (and other business cases for RFID)” RFID Logistics 2006, London, U.K., November 21, 2006.
- “RFID: Insights for Teaching and Research,” Decision Sciences Institute Faculty Development Workshop, San Antonio, TX, November 18, 2006.
- “The Business Case of RFID: Comparing European and American Business Models,” RFID Journal Live! Europe, Amsterdam, The Netherlands, October 27, 2006.
- “RFID: Understanding the Path to Business Value,” University of Parma, Italy, October 24, 2006.
- “Leveraging RFID in the Cold Chain ... and Other RFID Business Cases,” RFID Journal Industry Summit, Chicago, IL, September 28, 2006.
- “RFID: Understanding the Path to Business Value,” University of North Texas, Denton, TX, September 27, 2006.
- “RFID Technology and Food Safety,” National Public Policy Education Conference, Fayetteville, AR, September 19, 2006.

- “Show Me the Value! The Business Case for RFID,” RFID Investors Forum, New York, NY, September 15, 2006.
- “RFID: ROI for Suppliers? Insights and Considerations,” Symbol Technologies Canadian Supplier Forum, Toronto, Canada, September 14, 2006.
- “RFID Benefits in the Retail Supply Chain,” AIM Global Executive Summit, Washington, D.C., September 7, 2006.
- “An Overview of RFID at the University of Arkansas: Activities and Research,” The 9th Aerospace Automation Consortium, Chicago, IL, September 6, 2006.
- “RFID: Myths and Realities,” Arkansas State Legislators’ Joint Committee on Advanced Communications and Information Technology, Little Rock, AR, July 25, 2006.
- “The Three Waves of RFID: Preparing for a Sea of Change,” International Society of Weighing and Measurement, Dallas, TX, June 7, 2006.
- “An Overview of RFID Technology,” National Property Management Association, Fayetteville, AR, May 24, 2006.
- “RFID: Security and Privacy Realities,” Infragard Conference, Fayetteville, AR, May 17, 2006.
- “Does RFID Reduce Out of Stocks?” RFID Journal Live Conference, Las Vegas, NV, May 3, 2006.
- “RFID: Technology, Data, and Business Value,” Intel Corporation, Las Vegas, NV, May 2, 2006.
- “RFID in the Supply Chain: Issues and Opportunities,” RFID Academic Convocation, Las Vegas, NV, May 1, 2006.
- “RFID Research Center: Overview and Activities,” Walmart Supplier Conference, Dallas, TX, April 26, 2006.
- “The Myths and Realities of RFID,” The Center for Engineering Logistics and Distribution, Orlando, FL, April 18, 2006.
- “The Three Waves of RFID,” Distinguished Speaker Series - University of Arkansas at Little Rock, Little Rock, AR, April 14, 2006.
- “Does RFID Reduce Out of Stocks?” RFID Smart Labels Conference, Boston, MA, March 28, 2006.
- “RFID: Overview of the Technology and Implications for Business,” Women in IT Conference, Springdale, AR, March 10, 2006.
- “Show Me the Value! Reducing Out of Stocks and Other Business Cases for RFID,” MIT Forum for Supply Chain Innovation, Boston, MA, February 23, 2006.
- “Show Me the Value! Business Value from RFID,” Microsoft Partner Council, Austin, TX, February 20, 2006.
- “The Three Waves of RFID,” MIS Research Center Corporate Partners Meeting, University of Minnesota, Minneapolis, MN, February 17, 2006.
- “Does RFID Reduce Out of Stocks?” Information and Decision Sciences Department Research Workshop, University of Minnesota, Minneapolis, MN, February 17, 2006.
- “RFID in the Supply Chain: Issues and Opportunities,” RFID Academic Convocation, Boston, MA, January 23, 2006.
- “The Role of Auto-ID Technologies, RFID, Bar Code, Biometrics, and Smart Card in Quality Decision Making and Supply Chain Integration,” Decision Sciences Institute Conference, San Francisco, CA, November 21, 2005.

- “Utilizing RFID as a Facilitating Technology to Reduce Out of Stocks,” INFORMS Conference, San Francisco, CA, November 15, 2005.
- “The Three Waves of RFID,” The Ozarks Regional Purchasing and Supply Management Conference, Fayetteville, AR, November 2, 2005.
- “The Three Waves of RFID,” 5th Annual Emerging Trends in Retailing Conference, Fayetteville, AR, October 20, 2005.
- “Exploring the Myths and Realities of RFID,” Society for Information Management (SIM), St. Louis, MO, October 18, 2005.
- “RFID Data: What Does It Tell Us?” Retail Link Users Group Meeting, Fayetteville, AR, October 12, 2005.
- “RFID Strategic Overview and Insights,” ACNielsen Canadian Sales Advisory Board meeting, Toronto, Canada, September 27, 2005.
- “RFID: Myths and Reality,” Academic Alumni Reunion Conference, Sam M. Walton College of Business, University of Arkansas, Fayetteville, AR, May 20, 2005.
- “Can RFID Reduce Out of Stocks?” RFID Journal Live Conference, Chicago, IL, April 11, 2005.
- “RFID Strategic Overview and Insights,” AC Nielsen Consumer 360 Conference, Hollywood, FL, March 31, 2005.
- “RFID: Myths and Reality,” Women in IT Conference, Rogers, AR, March 11, 2005.
- “RFID: Dispelling Myths and Recognizing the (Real) Opportunities,” Oklahoma State University, Stillwater, OK, March 4, 2005.
- “FYI on RFID: TMI for IT?” Acxiom Connections Conference, Las Vegas, NV, February 28, 2005.
- “RFID: Myths and Reality,” ALAR Conference, Conway, AR, February 18, 2005.
- “Can you See the Line: Making the Business Case for RFID,” Nestle Executive Retreat, St. Louis, MO, February 15, 2005.
- “RFID: Myths and Reality,” Doing Business in Bentonville Supplier Seminar Series, Bentonville, AR, January 27, 2005.
- “RFID: Dispelling Myths and Preparing for the Future,” Council for Logistics Management, Rogers, AR, October 26, 2004.
- “The Future of RFID,” 4th Annual Trends in Retailing Conference, Fayetteville, AR, October 7, 2004.
- “Resistance to Change by IT Professionals: Explaining Software Developers’ Acceptance of Software Process Innovations,”
 - Virginia Tech University, January 29-30, 2004
 - University of Tulsa, February 7-8, 2004
 - Oklahoma State University, February 19-20, 2004

TEACHING**Teaching Experience**

- Database Systems
- Graduate colloquium
- Honors colloquium
- Information Systems Management
- Intro to Computer Information Systems
- Microcomputers in Business
- Object-oriented Technology
- Production/Operations Management
- Research Seminar in IT Workforce
- Research Seminar in RFID
- Research Seminar in Systems Development
- RFID technology
- Seminar in Management Information Systems
- Seminar in Systems Development
- Systems Analysis & Design
- Systems Development

Evidence of Teaching Performance

- Sample teaching evaluations:

Course [UG=undergraduate, M=masters, P=PhD]	Evaluation (5.0 scale)
Honors colloquium – RFID [UG]	5.0
Research seminar – RFID [P]	5.0
RFID technology [M, UG]	4.9
Research seminar – systems development [P]	4.9
Object-oriented technology [M, UG]	4.6
Research seminar – IT workforce [P]	4.9

Dissertation and Thesis Committees

- Chair – Dissertation Committee (University of Arkansas): [REDACTED] (completed 2006)
- Chair – Dissertation Committee (University of Arkansas): [REDACTED] (completed 2006)
- Chair – Dissertation Committee (University of Arkansas): [REDACTED] (completed 2004)
- Chair – Dissertation Committee (University of Arkansas): [REDACTED] (completed 2001)

- Chair – Dissertation Committee (University of Arkansas): [REDACTED] (completed 2000)
- Chair – Dissertation Committee (University of Arkansas): [REDACTED] (completed 1997)
- Member – Dissertation Committee (University of Arkansas Engineering College – Industrial Engineering): [REDACTED] (completed 2012)
- Member – Dissertation Committee (Oklahoma State University): [REDACTED] (completed 2012)
- Member – Dissertation Committee (University of Bremen – Germany): [REDACTED] (completed 2011).
- Member – Dissertation Committee (University of Arkansas Engineering College – Computer Science): [REDACTED] (completed 2010)
- Member – Dissertation Committee (Oklahoma State University): [REDACTED] (completed 2010)
- Member – Dissertation Committee (University of Arkansas): [REDACTED] (completed 2009)
- Member – Dissertation Committee (University of Arkansas): [REDACTED] (completed 2008)
- Member – Dissertation Committee (University of Arkansas): [REDACTED] (completed 2007)
- Member – Dissertation Committee (University of Arkansas): [REDACTED] (completed 1997)
- Member – Dissertation Committee (University of Arkansas): [REDACTED] (completed 1996)
- Chair – Honors Thesis (University of Arkansas): [REDACTED] (completed 2009)
- Chair – Honors Thesis (University of Arkansas): [REDACTED] (completed 2007)
- Chair – Honors Thesis (University of Arkansas): [REDACTED] (completed 2007)
- Chair – Honors Thesis (University of Arkansas): [REDACTED] (completed 2007)
- Chair – Honors Thesis (University of Arkansas): [REDACTED] (completed 2007)
- Chair – Honors Thesis (University of Arkansas): [REDACTED] (completed 2006)
- Member – Masters Thesis (University of Arkansas Agricultural College): [REDACTED] (completed 2008)
- Member – Masters Thesis (University of Arkansas Engineering College): [REDACTED] (completed 2006)

Teaching: Honors and Awards

- 1992 College of Business "Faculty of the Month" (April) - Business Student Council
- 1992 Faculty Appreciation Award - Office of Greek Life
- 1991 Outstanding Graduate Teaching Award - Golden Key National Honor Society

SERVICE

Institutional Service

Key Institutional Service at Auburn University, 2010 – present

- Athletics Strategic Advisory Committee (2017 – 2018)
- Auburn Research and Technology Foundation
 - President (2018 – present)
 - Board of Directors (2011 – 2017)
- University New Budget Model Committee [developed current budget model for AU] (2013 – 2016)
- University Senate (2011, 2012, 2013, 2015, 2016, 2018, 2019)
- University Strategic Budget Advisory Committee
 - Chair (2018 – present)
 - Member (2016 – 2017)

Institutional Service prior to 2010

Department

- Chair - Department Promotion and Tenure Committee (1998; 2009)
- Chair - PhD Committee (1999 – 2004); member (2004 – 2005)
- Chair - Faculty Search Committee (2000 – 2003); member (2005 – 2007)
- Chair - PhD Assessment Committee (1997); member (1998)
- Co-Chair - Undergraduate Curriculum Re-design Task force (2002 – 2004)
- Member - MIS Review Committee (2008 – 2009)
- Member - ISYS Faculty Search Committee (2007 – 2008)
- Member - ISYS Department Chair Search Committee (2006 – 2007)
- Member - Research Committee (2007 – 2010)
- Member - Department Peer Evaluation Committee (2000 – 2002; 2008 – 2010)
- Member - Department Curriculum Committee (1997)
- Coordinator - Visiting Scholars Series (2002 – 2004)
- Department webmaster (1997)

College

- Chair - Faculty Internship Program Task Force (1998)
- Chair - MBA Redesign Team (1996 – 1998)
- Chair - SAP Initiative Task Force (1999)
- Member - International Programs Committee (2006 – 2010)
- Member - Committee on Teaching (1995 – 2009)
- Member - Paul Cronan Endowed Chair Reappointment Committee (2008)
- Member - Strategic Planning Team (1993 – 2005)
- Member - Doctoral Program Committee (1998 – 2004)
- Member - Scot Burton Endowed Chair Reappointment Committee (2003)
- Member - Walton College Brand Identity Committee (2000 – 2001)
- Member - BS in International Business Task Force (1999)

- Member - Supply Chain Management Research Center 3-year Review Committee (1999)
- Member - Technology Committee (1996 – 1999)
- College webmaster (1997)

University

- Chair - Research Council and Chief Research Integrity Officer (2009 – 2010); Member (2007 – 2009)
- Faculty Senate - Executive Committee [elected] (2008 – 2009)
- Faculty Senator [elected] (2005 – 2010)
- Campus Council [elected] (2007 – 2009)
- Member - Conflict of Interest and Commitment Review Committee (2004 – 2010)
- Member - Acxiom / UA Relationship Team (2002 – 2010)
- Steering Committee Member - Center for Innovations in Healthcare Logistics (2007 – 2010)
- Member - Technology Fee Review Committee (2000 – 2004)
- Member - University Committee on Continuing Education (1997 – 2002)
- Member - Faculty Panel for Complaint Procedures for Undergraduate Students (1997 – 2002)
- Member - Task force to study University of Arkansas “Early Retirement Policy” (1997 – 1999).

Professional Activities

- Professional boards and committees (non-compensated):
 - AACSB Committee on Accreditation Policy: 2017 – 2018
 - AACSB Continuous Improvement Review Committee: 2014 – 2017
 - AACSB Peer Review Team: 2012 – 2018
 - GS1 Executive Leadership Committee: 2013 – present
 - Oakworth Bank Board of Advisors: 2016 – 2019
 - RFID Professional Institute Board of Directors: 2015 – 2017
 - SACS Accreditation Review Team: 2012
 - Societal Innovations Board of Advisors: 2011 – present
 - Seeonic Board of Advisors: 2012 – 2014
 - XYCast Board of Directors: 2013 – 2014; Board of Advisors: 2014 – 2016
- Journal Editorship / Boards

Editor

- International Journal of RF Technology: Research and Applications (2008 – 2010)

Associate Editor

- Information Systems Research (special issue on Flexible and Distributed Information Systems Development)
- International Journal of RF Technology: Research and Applications (2010 – present)

- Journal of Management Information Systems (2004 – 2012)

Editorial Review Board

- International Journal of Global Logistics & Supply Chain Management
- Journal of Computer Information Systems
- Journal of Database Management

- **Reviewer:**

Journals (ad hoc)

- Communications of the ACM
- Computers & Operations Research
- Electronic Commerce Research and Applications
- European Journal of Information Systems
- IEEE Software
- IEEE Transactions on Engineering Management
- The DATA BASE for Advances in Information Systems
- Decision Support Systems
- Information Systems Research
- Information Technology & People
- INFORMS Journal on Computing
- International Journal of Radio Frequency Identification Technology and Applications
- Journal of Business Logistics
- Journal of Systems & Software
- MIS Quarterly

Conferences

- Americas Conference for Information Systems (AMCIS)
- Decision Sciences Institute (DSI)
- Diffusion Interest Group in IT (DIGIT)
- International Conference on Information Systems (ICIS)
- Internet of Things Conference
- The Impact of Virtual, Remote, and Real Logistics

Books

- Course Technologies publishers
- IRWIN publishers
- John Wiley & Sons publishers
- Simon & Schuster publishers

Grants

- American Association for the Advancement of Science
- Austrian Research Promotion Agency
- Canadian Research Council
- Indiana Economic Development Corporation
- Research Grants Council of Hong Kong
- Swiss National Science Foundation

- Served as external reviewer for tenure and/or promotion cases from Brigham Young University, Oklahoma State University, Purdue University, Virginia Tech, University of North Carolina – Greensboro, University of Tulsa, and Mississippi State University
- Paper coordinator: Diffusion Interest Group in IT (DIGIT), 2003 (Seattle, Washington)
- Track Chair:
 - *Object-Oriented Software Development*, 1998, 1999, 2000, 2001 AIS Americas Conference on Information Systems
 - *The Transition to Object-Oriented Software Development*, 1997 AIS Americas Conference on Information Systems
 - *Radio Frequency Identification*, 2006, 2007, 2008, 2009, 2010 Hawaiian International Conference on System Sciences
 - *Radio Frequency Identification*, 2007, 2008, 2009, Americas Conference on Information Systems
- Senior Editor: Software Development track at ICIS 2004
- MIS Camp Counselor, 1998, 1999, 2000, 2009 at AIS Americas Conference on Information Systems
- Faculty mentor, New Faculty Consortium, 2006, International Conference on Information Systems
- Member – National Task Force on Basic Mathematics and Science Competencies (1997-1999)
- Program committee
 - Tenth International Workshop on Exploring Modeling Methods in Systems Analysis and Design (EMMSAD '05)
 - IEEE PerCom Workshop on Pervasive RFID (2007)
 - Internet of Things Conference (2008)
- Conference Co-Founder: RFID Academic Convocation
 - Conference Co-Chair: RFID Academic Convocation I, Boston, MA (January 23-24, 2006)
 - Conference Co-Chair: RFID Academic Convocation II, Las Vegas, NV (May 1, 2006)
 - Conference Co-Chair: RFID Academic Convocation III, Beijing, China (October 30-31, 2006)
 - Conference Co-Chair: RFID Academic Convocation IV, Orlando, FL (May 1, 2007)
 - Conference Co-Chair: RFID Academic Convocation V, Chicago, IL (October 2, 2007)
- Member: Association for Computing Machinery (ACM)

Association for Information Systems (AIS)
 Decision Sciences Institute (DSI)
 IEEE - Computer Society
 Institute for Operations Research and Management Sciences (INFORMS)
 International Association for Computer Information Systems (IACIS)

- Founder: Global RF Lab Alliance (2007) with University of Parma, Italy and University of Bremen, Germany
- Awards judge: RFID Journal “Innovation in RFID Awards” (annually from 2007 – present)
- Subject matter expert: wireless technologies (for Deloitte Consulting) (2010)
- Expert panel: National Center for Food Protection and Defense Operability study (2011 – 2012)
- Walmart Supplier Collaboration Board – Member (2008 – 2010)
- Voluntary Interindustry Commerce Solutions Item-Level RFID Committee (2008 – 2014)
 - Co-chair – Business Case Committee (2008 – 2011)
 - Co-chair – Education Committee (2011 – 2014)

Public / Community Service

- Member - Accelerate Arkansas Committee (2006 – 2008)
- Member - Northwest Arkansas Museum Foundation (2006 – 2008)
- Member - Springdale High School Business Advisory Council (2007 – 2010)
- Member - Springdale High School IT Academy Advisory Committee (2007 – 2010)
- Member - Arkansas Venture Forum Planning Committee (2006)
- Member - City of Fayetteville Ad Hoc Y2K Committee (1999)
- Moderator - Arkansas Venture Forum Supply Chain Technology Panel (2006)

Miscellaneous Honors and Awards

- 2019 Auburn University honored me by putting my name on the new business building: Horton Hardgrave Hall (~100,000 s.f., \$45 million building)
- 2015 “100 for 100” – top 100 graduates in the past 100 years: Spears School of Business, Oklahoma State University
- 2009 Inducted into Arkansas Academy of Computing
- 2008 “One to Watch” (selected as 1 of 8 people internationally as having a major impact on the RFID industry), RFID Journal, December 2008.
- 2006 Outstanding Team Achievement Award [RFID Lab] – Walton College of Business, University of Arkansas
- 2003 “40 under 40” - Northwest Arkansas Business Journal (recognizes top 40 business leaders under the age of 40)

- 2001 Outstanding Team Award [Walton College Brand Team] - Walton College of Business, University of Arkansas
- 1997 H.L. and Janelle Hembree Outstanding “All Around” Faculty Award - Walton College of Business Administration, University of Arkansas
- 1993 Phoenix Outstanding Doctoral Student Award - Oklahoma State University Graduate College
- 1992 Decision Sciences Institute Doctoral Student Consortium
- 1990 OSU Foundation Graduate Fellowship

5. Namings in Recognition of Philanthropic Commitments

For Approval

Presented by Joanna Curtis

The University of Memphis Board of Trustees

Recommendation

For Approval

Date: December 8, 2021

Committee: Academic, Research, and Student Success Committee

Presentation: Naming of University Middle/High Facility

Presented by: Joanna Curtis, Vice President for Advancement

Background:

Long-time UofM donors Billy and Robin Orgel have committed \$1M to the middle and high school programs at the University of Memphis. University Schools students and teachers will benefit greatly from having resources to support the updated needs of 21st century students. In recognition of this most recent gift and their previous years of generous support, the renovated complex that is the current home of University Middle and the future home of the proposed University High School will be named the Orgel Educational Center.

Recommendation:

The Academic, Research and Student Success Committee recommends the Board approve to name the building that houses University Middle and the future University High, the Orgel Educational Center.

The University of Memphis Board of Trustees

Recommendation

For Approval

Date: December 8, 2021

Committee: Academic, Research, and Student Success Committee

Presentation: Naming of Music Library

Presented by: Joanna Curtis, Vice President for Advancement

Background:

An anonymous donor has committed \$100,000 to name the music library in the Scheidt School of Music in honor/memory of Efrim and Caroline S. Fruchtman, the donors mentors, who were a married couple on faculty in the music department in the 60s-80s. The space will be called the Efrim and Caroline S. Fruchtman Music Library.

Recommendation:

The Academic, Research and Student Success Committee recommends the Board approve to name the music library, the Efrim and Caroline S. Fruchtman Music Library.

Namings in Recognition of Philanthropic Commitments

*Academic, Research, and Student
Success Committee*

Joanna Curtis
Vice President for Advancement

December 8, 2021

Lambuth Campus (Madison Academic Magnet
High School)



DECEMBER 2021

Namings in Recognition of Philanthropic Commitments

- Orgel Educational Center
- Efrim and Caroline S. Fruchtman Music Library

6. Student Health Needs and Strategies

Presentation

Presented by Celeste Riley

The University of Memphis Board of Trustees

Presentation
For Information

Date: December 8, 2021

Committee: Academic, Research and Student Success

Presentation: Student Mental Health Needs and Strategies

Presented by: Celeste Riley, Student Trustee

Background:

This presentation will provide the results of the Healthy Minds Study and provide strategies on how the counseling center can be utilized to become more efficient.

Student Mental Health Needs and Strategies

*Academic, Research and Student Success
Committee*

Celeste Riley
Student Trustee

December 8, 2021
Lambuth Campus (Madison Academic Magnet
High School)



DECEMBER 2021

Celeste Riley
Student Trustee 2021-2022
Senior
English ESL Concentration and Spanish Major
THEC Student Commissioner 2019-20
Spanish Club President, ASA
Health, FSA, World languages Ambassador
Secretary, Epsilon Omega Chapter
Active Minds, SWAB, LeBonheur



Healthy Minds Survey

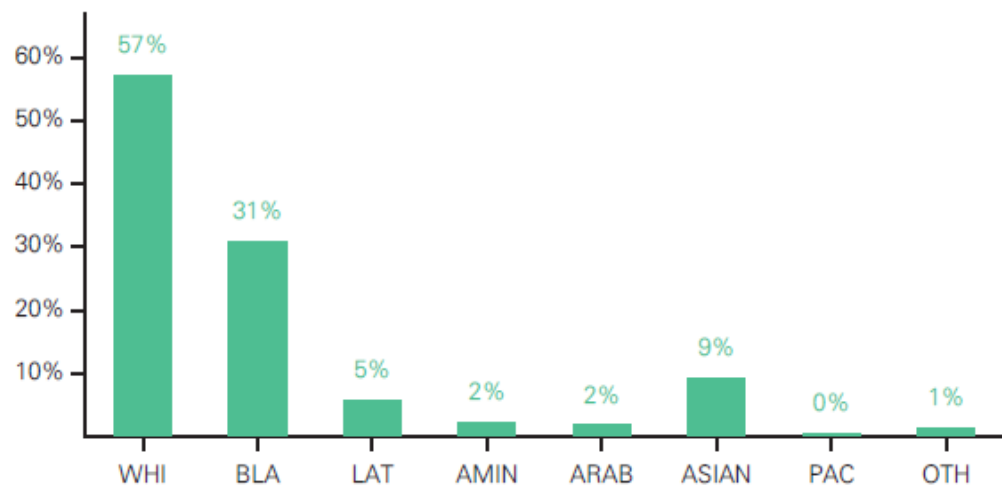
The Healthy Minds Study (HMS) provides a detailed picture of mental health and related issues in college student populations. Survey is used to identify needs and priorities; benchmark against peer institutions; evaluate programs and policies; plan for services and programs; and advocate for resources.

The survey was conducted Spring 2021 and summary results and analysis were provided October 2021.

Survey Demographics

SAMPLE CHARACTERISTICS (N=489)

Race/ethnicity



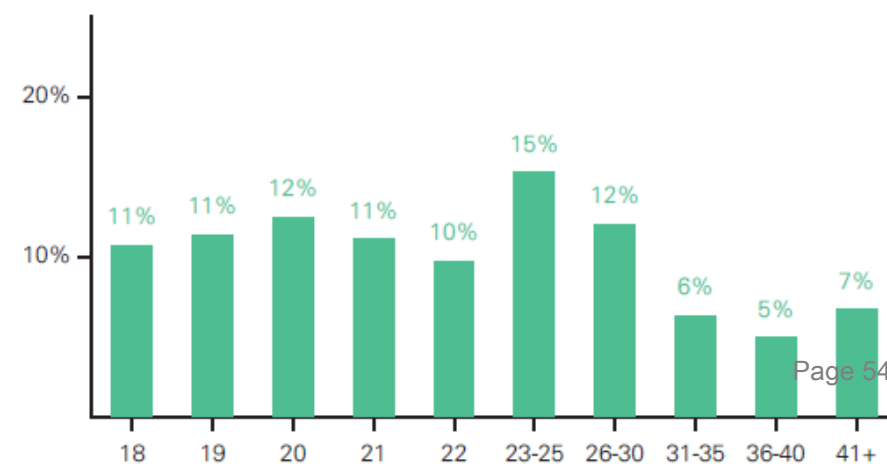
WHI White or Caucasian
 BLA African American/Black
 LAT Hispanic/Latino
 AMIN American Indian/Alaskan Native
 ARAB Arab/Middle Eastern or
 ASIAN Asian/Asian American
 PAC Pacific Islander
 OTH Other

Gender



60% Female
 36% Male
 3% Other

Age (years)

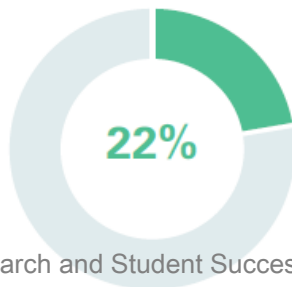


Survey Findings

DEPRESSION SCREEN

Depression is measured using the Patient Health Questionnaire-9 (PHQ-9), a nine-item instrument based on the symptoms provided in the Diagnostic and Statistical Manual for Mental Disorders for a major depressive episode in the past two weeks (Spitzer, Kroenke, & Williams, 1999). Following the standard algorithm for interpreting the PHQ-9, symptom levels are categorized as severe (score of 15+), moderate (score of 10-14), or mild/minimal (score <10).

Severe depression



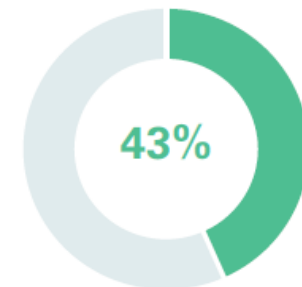
December 2021 Academic, Research and Student Success...

Moderate depression



6. Student Health Needs and Strategies

Any depression



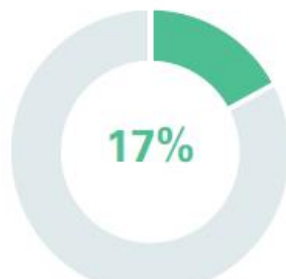
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Survey Findings

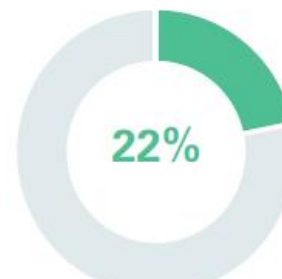
ANXIETY SCREEN

Anxiety is measured using the GAD-7, a seven-item screening tool for screening and severity measuring of generalized anxiety disorder in the past two weeks (Spitzer, Kroenke, Williams, & Lowe, 2006). Following the standard algorithm for interpreting the GAD-7, symptom levels are categorized as severe anxiety, moderate anxiety, or neither.

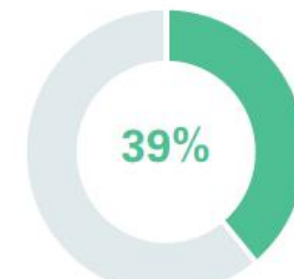
Severe anxiety



Moderate anxiety



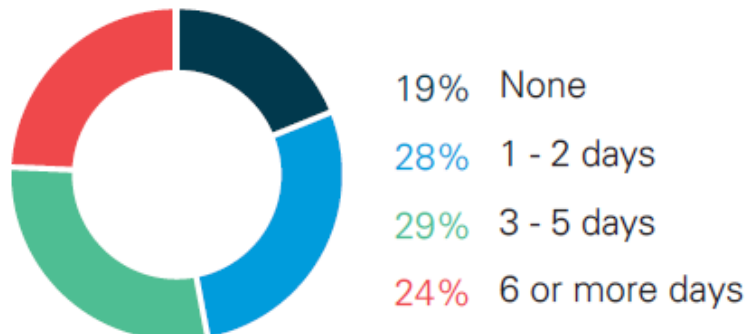
Any anxiety



Impact

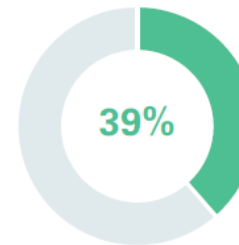
ACADEMIC IMPAIRMENT

In the past 4 weeks, how many days have you felt that emotional or mental difficulties have hurt your academic performance?



POSITIVE MENTAL HEALTH

Positive mental health

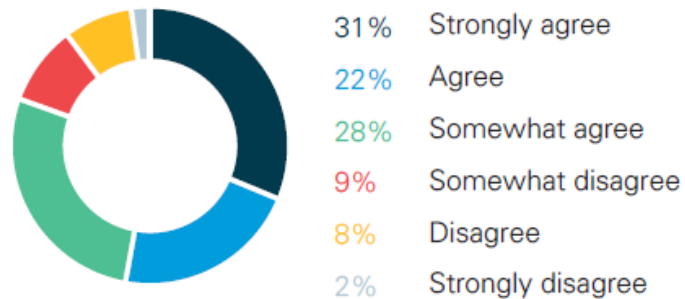


Positive mental health (psychological well-being) is measured using The Flourishing Scale, an eight-item summary measure of the respondent's self-perceived success in important areas such as relationships, self-esteem, purpose, and optimism (Diener, Wirtz, Tov, Kim-Prieto, Choi, Oishi, & Biswas-Diener, 2009). The score ranges from 8-56, and we are using 48 as the threshold for positive mental health.

Attitudes and Beliefs about Services

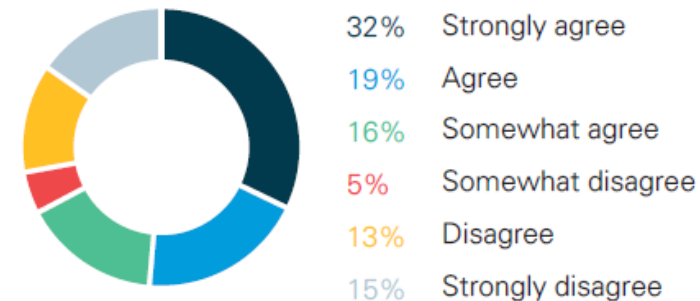
Perceived need (current)

I currently need help for emotional or mental health problems such as feeling sad, blue, anxious or nervous.



Perceived need (past year)

In the past 12 months, I needed help for emotional or mental health problems such as feeling sad, blue, anxious or nervous.



Attitudes and Beliefs about Services

Mental health counseling/therapy, all students (past year)

In the past 12 months have you received counseling or therapy for your mental or emotional health from a health professional (such as psychiatrist, psychologist, social worker, or primary care doctor)?



Informal help-seeking

In the past 12 months have you received counseling or support for your mental or emotional health from any of the following sources? (Select all that apply)

5%	Roommate
38%	Friend (who is not a roommate)
36%	Significant other
35%	Family member
5%	Religious counselor or other religious contact
2%	Support group
1%	Other non-clinical source
35%	None of the above
4%	Faculty member/professor
1%	Staff member

Counseling Center Utilization and Strategies

	08/23/2021 – 11/09/2021	08/23/2020-11/09/2020	% Increase
New Clients/ Triage	369	255	44.7%
Intakes	329	210	56.6%
Crisis	38	26	46.1%
Total Appointments (not including crisis, group tx, outreach, and assessment appts)	1,607	1,191	34.9%

Current actions

Interim measures implemented to retain staff addressing market value gaps

1. Raised master level salaries (2019)
2. Raised psychologist salaries (January 2021)

Future recommended actions

1. Strategic plan focusing on increasing staff capacity and campus student well being
2. Syllabus resources provided to faculty
3. Anti stigma campaign in Spring 2022

7. Strategic Enrollment Transfer Initiatives

Presentation

Presented by James Orr

The University of Memphis Board of Trustees

Presentation
For Information

Date: December 8, 2021

Committee: Academic, Research, and Student Success Committee

Presentation: Strategic Enrollment Transfer Initiatives

Presented by: Dr. James Orr, Vice Provost for Academic Affairs and Strategic Enrollment

Background:

The University of Memphis has strategically implemented data informed initiatives to partner with local community colleges and support transfer student recruitment. This presentation highlights some of these initiatives and their impact on enrollment.

Fall 2021 Strategic Enrollment Transfer Initiatives

Academic, Research, and Student Success Committee

James Orr, Ph.D.

Vice Provost for Academic Affairs & Strategic Enrollment
Services

December 8, 2021

Lambuth Campus (Madison Academic Magnet High School)



DECEMBER 2021

Presentation Outline

- Community College Enrollment
- Top 20 Transfer Institutions
- Transfer Application Report
- Strategic Recruitment & Academic Support Initiatives
- Questions

Transfer Pipeline Enrollment Decline

Community Colleges Fall Headcount Enrollment											
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021*
Southwest	13,038	12,235	10,876	10,333	9,244	8,472	9,103	9,496	9,653	7,811	7,174
Dyersburg	3,777	3,595	3,271	2,863	2,873	2,845	2,859	2,981	2,849	2,732	2,778
Jackson	4,936	4,497	4,593	4,928	4,837	4,702	4,777	4,875	4,946	4,293	3,938
Northwest MS	6,830	8,224	7,871	7,559	7,809	7,905	7,654	7,618	7,537	7,092	6,651
TBR CC	96,780	92,742	90,615	87,064	87,929	86,162	87,220	89,078	88,946	80,166	73,123

*2021 is as of census, all other years are as of end of term

Top 20 Transfer Institutions



1. Southwest Tennessee Community College
2. Jackson State Community College
3. Northwest Mississippi Community College
4. Dyersburg State Community College
5. Mississippi State University
6. Itawamba Community College
7. University of Mississippi
8. University of Tennessee Knoxville
9. Middle Tennessee State University
10. University of Tennessee Chattanooga
11. Austin Peay State University
12. Nashville State Community College
13. Pellissippi State Community College
14. Tennessee State University
15. Arkansas State University Mid-South
16. University of Tennessee Martin
17. Baptist College of Health Science
18. Bethel University
19. Chattanooga State Community College
20. Georgia State University

Daily Application Activity

Power BI OIR_Campus_Reports

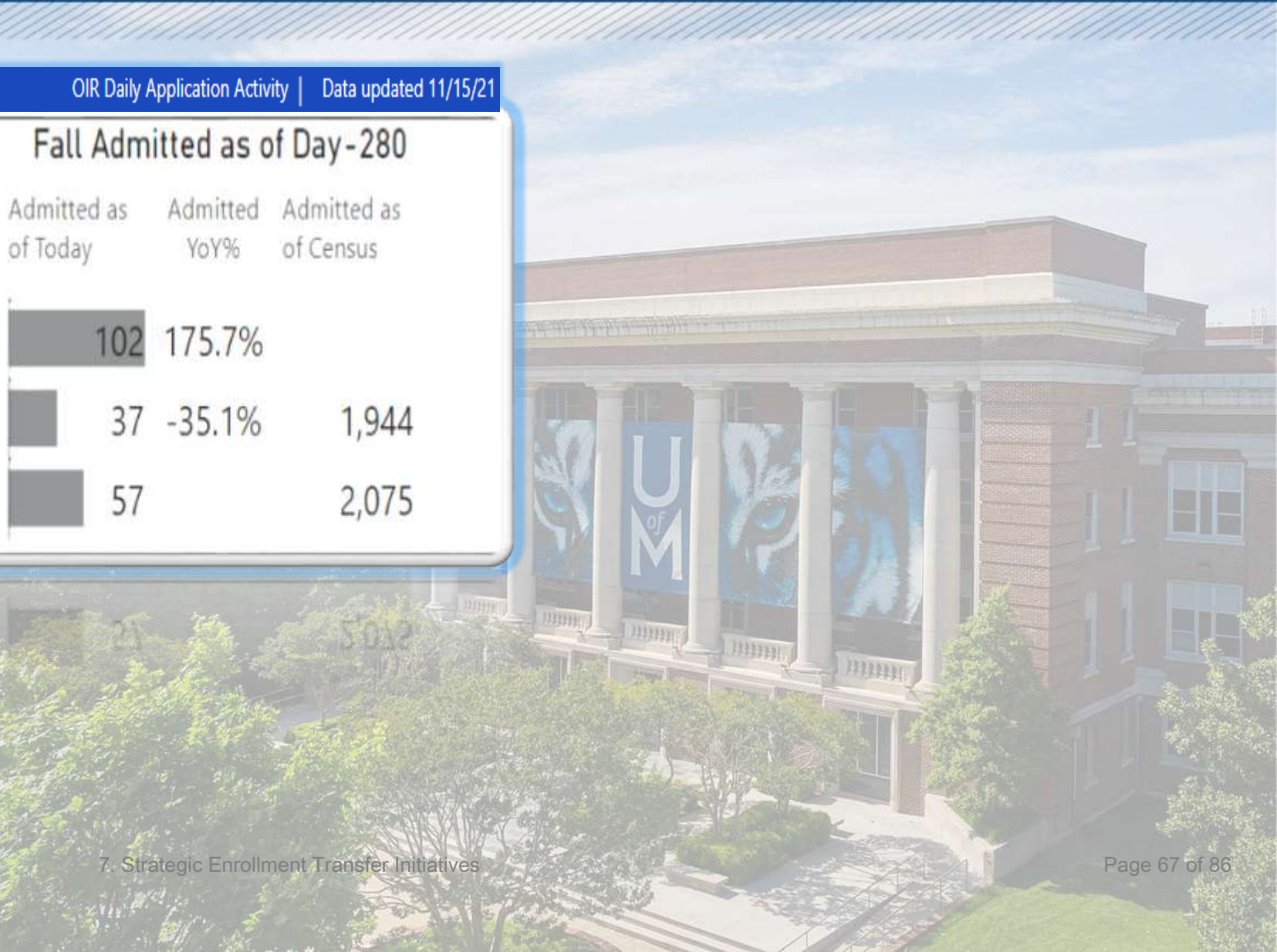
OIR Daily Application Activity | Data updated 11/15/21

Fall Applied as of Day-280

Year	Applied as of Today	Applied YoY%	Applied as of Census
2022	390	3.2%	
2021	378	-9.4%	3,426
2020	417		4,056

Fall Admitted as of Day-280

Year	Admitted as of Today	Admitted YoY%	Admitted as of Census
2022	102	175.7%	
2021	37	-35.1%	1,944
2020	57		2,075



Transfer Recruitment Team



- **Coordinator of Transfer Enrollment**
 - Manages One Step Closer Program
 - Provides pre-enrollment counseling
- **Transfer Admissions Counselor**
 - Southwest CC
- **Transfer Admissions Counselor**
 - Northwest MS CC
 - Jackson State CC
 - Dyersburg State CC
 - ASU-Mid South CC
- **Plus, a host of Recruitment team members and Analysts**

Scholarships for Transfer Students



THE UNIVERSITY OF
MEMPHIS

Board of
Trustees

TRANSFER SCHOLARSHIP	GPA	Requirement	AMOUNT
Community College Scholarship	3.25	Earned Associates Degree	\$3,000 / year
Phi Theta Kappa Scholarship	3.25	Earned Associates Degree & PTK Membership	\$1,000 / year
University Transfer Scholarship	3.00	Within first two years of HS graduation	\$3,000 / year
These awards are renewable for three additional semesters.			

Transfer

SCHOLARSHIPS
& FINANCIAL AID



TRANSFERS

- › GETTING STARTED
- › RESIDENCY INFORMATION
- › TUITION AND FEES
- › FINANCING YOUR EDUCATION
- › APPLY FOR ADMISSION
- › WHAT TO EXPECT
- › AFTER ACCEPTANCE
- ▼ TRANSFER CREDIT

TRANSFER EVALUATION SYSTEM
(TES)

TN TRANSFER PATHWAYS

EQUIVALENCY TABLE

TRANSFER CREDIT EVALUATION

TAKE ACTION

MEET OUR STAFF

#MEMBOUND?

CAMPUS VISITS AND EVENTS

CONTACT US

Important Announcements Freshmen Transfer Readmit Non-Degree International High School Graduate FAQ Virtual Resources

TRANSFERS

- › GETTING STARTED
- › RESIDENCY INFORMATION
- › TUITION AND FEES
- › FINANCING YOUR EDUCATION
- › APPLY FOR ADMISSION
- › WHAT TO EXPECT
- › AFTER ACCEPTANCE
- › TRANSFER CREDIT

TAKE ACTION

MEET OUR STAFF

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CAMPUS VISITS AND EVENTS

Home > Undergraduate Admissions and Orientation > Transfers

Transfers

We are a lot of different things to different people, and we are certain you will find your place here. You can choose from over **50 majors and 95 concentrations** of study in our 11 colleges and schools. We offer the support you need to prepare for your career, which is why we have been ranked by U.S. News & World Report as one of the Top 10 colleges and universities for Student Internships. And our students are involved in more than 200 student organizations, including philanthropic organizations, fraternities and sororities, academic groups, and student government.

Plus, our campus is exactly the right size. We offer excellent academic programs, amenities, and research opportunities because we are a large research institution. All the same, our diverse student population has unique interests both academically and personally, and no one feels held back or stuck in line. You should also know you are not alone! Over 1000+ transfer students enroll each semester, and we can't wait for you to join us, too.

Grading Scale Updates for Spring 2020

Many colleges have adopted alternative grading scales for Spring 2020. These grades include but are not limited to: Credit (C), No Credit (NC), Pass (P), Fail (F). The University of Memphis is sensitive to the academic challenges students faced in Spring 2020 and therefore we are being flexible when considering that semester's transfer grades. If alternative grades are present on a transfer applicant's transcript then we will calculate the transfer GPA using grades through Fall 2019 (or the last term enrolled prior to spring 2020). If A-F grades are present for Spring 2020, then those grades will also be calculated into the transfer GPA. If alternative grades are present for Spring 2020, then we will subjectively factor those into the overall holistic review process.

Be advised that depending upon the student's academic major alternative grades for Spring 2020 may be considered differently as it relates to course prerequisites, success for core courses, and graduation requirements. The student should check with their academic advisor to understand how transfer grades will impact academic progress.

Students enrolled at the University of Memphis for the Spring 2020 semester should consult the [Credit/No Credit Opt-in Grading Policy](#) website.

[REQUEST INFO >](#)[VISIT >](#)[APPLY >](#)

START IN APPLY BY	FALL	SPRING	SUMMER
	JULY 1	DEC 1	MAY 1

Are you driven

You've come to the right place, and to find their new home. We

At the University of Memphis, you
UofM Lambuth campus in Jackso



Transfer Student Guide

Learn more about program
financial aid and more

[DOWNLOAD GUIDE >](#)

Learn More About UofM

Check out a virtual tour,
student life and more.

The Application Process



You are
high sch
more.



Admissions Requirements

View step-by-step instructions for
applying as a transfer student.

[REVIEW REQUIREMENTS >](#)

Application Checklist

Ready to apply? Download
checklist to track your pro

[DOWNLOAD CHECKLIST >](#)

Deadlines may vary for readmits, international students and specific programs (ex

Financing Your Education

Explore scholarship and
financial aid opportunities.

What's Next?



After You Apply

Apply to UofM ✓

Wondering what happens next?

[Next Steps >](#)

After Admittance

Did you receive your acceptance letter?
Congrats! Complete these steps next.

[Admitted Students >](#)

Living On Campus

Explore our on-campus housing options.
Dorms and apartments are available.

[Explore Housing Options >](#)

Student Life

Get involved and make the most of your
college experience.

[Check Out Campus Life >](#)

Academic Support & Student Services

Counseling, tutoring and more services at
[Support Resources >](#)

Meet Your Admissions Counselor



Carol Chancellor

Email: cchncllr@memphis.edu

[SCHEDULE A VIRTUAL MEETING WITH CAROL >](#)

Get Connected

Follow @uofmemphis on social media to connect with fellow Tigers and stay up-to-date on news.




One Step Closer Program

- The OSC program is a student success pathway to the University of Memphis for future Tigers currently enrolled at a partner Community College.
- Benefits include:
 - Guaranteed admission
 - Pre-enrollment counseling
 - Extended onboarding experience
 - Exclusive access to UofM campus services and resources (i.e., access to library, rec center, housing, ID card, etc.)
- Partner Community Colleges
 - Southwest Community College
 - Dyersburg State Community College
 - Jackson State Community College
 - Arkansas State University Mid-South
 - Northwest MS Community College



One Step Closer Program



**YOU'RE
ALMOST
THERE**

ARE YOU INTERESTED IN BEING ONE STEP CLOSER TO YOUR BACHELOR'S DEGREE?

Learn how you can partner with the University of Memphis to streamline your admissions process to earning your bachelor's degree. We work with community college students to identify pathways to success, and you could be the next one.

Learn more today at onestepcloser@memphis.edu or give us a call at 901.678.2169.

 **One Step Closer**



**LET US BE YOUR
NEXT STEP.**

ARE YOU INTERESTED IN BEING ONE STEP CLOSER TO YOUR BACHELOR'S DEGREE?

Learn how you can partner with the University of Memphis to streamline your admissions process to earning your bachelor's degree. We work with community college students to identify pathways to success, and you could be the next one.

Learn more today at onestepcloser@memphis.edu or give us a call at 901.678.2169.

 **One Step Closer**

Transfer Evaluation System

Proactive measures for general education attributes to be placed on unassigned classes

Proactive measures to review new catalog data and update Banner so new classes are applying correctly

Closing loop between Degreeworks (UM Degree) petitions and transfer articulations in Banner

Data cleaned up and process changed to ensure consistent application of credits for students

Mutual equivalencies and reverse transfer



Reverse Transfer Degrees



Reverse Opt-In section on UG admission application

A report is generated at end of each semester to find students who have 15 or more transfer credit hours and 60 hours completed

Use Degree Works to partnership with schools to speed up and ensure all students who are eligible receive the degree

Currently working on a process that will review missing classes for students who are close to getting a reverse transfer

Automated Communication



Automated Notifications

- holds, permits, or missing immunizations with information for problem solving.



Advisors are partners in problem solving with automated notifications.



Automated Notifications

- Class moves rooms or times
- Students can adjust their schedules if needed.



Struggling students, their advisors, and CARES

- automatically notified at midterm and at the end of semester.



Automated Communication

- Dean's list notifications provided to students and certificate information.
- Graduation notifications along the whole process of applying through commencement.
- Students who drop their last class receive an automated message, and advisors and Stop Out Coach are notified.





One Stop Student Portal (registration, immunization, fees, holds)

Help tickets

Wrap Around Support: Chatbot

Student CRM: Automated Communication and Support

Data audits – Getting ahead of issues before they become student headaches

Continual improvements through innovation, technology, and data

Strategic messaging

Questions



8. Research and Innovation Update

Presentation

Presented by Jasbir Dhaliwal

The University of Memphis Board of Trustees

Presentation
For Information

Date: December 8, 2021

Committee: Academic, Research and Student Success Committee

Presentation: Research and Innovation Update

Presented by: Dr. Jasbir Dhaliwal, Executive Vice President for Research and Innovation

Background:

This presentation communicates the significant achievements of faculty and staff in relation to the research and innovation mission of the university. Major research grants secured are highlighted and patent activity summarized. An update on our Carnegie R1 effort is provided plus the launch of another new science-based technology company is announced.

Research & Innovation Update

*Academic, Research and Student Success
Committee*

Dr. Jasbir Dhaliwal

Executive Vice President for Research & Innovation

December 8, 2021

Lambuth Campus (Madison Academic Magnet High
School)



DECEMBER 2021

FY22 YTD Award Highlights



THE UNIVERSITY OF
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Board of
Trustees

Multi-UAS Multi-Sensor Intelligence, Surveillance, and Reconnaissance (ISR) <i>Eddie Jacobs (Electrical and Computer Engineering, CAESER)</i>	DoD	\$2,707,364.00
Cybersecurity Education for Critical Infrastructure Protection (in Community Development) Through Regional Coalition <i>Dipankar Dasgupta (Computer Science)</i>	NSA	\$2,005,285.43
MLGW Aquitard Year 4 <i>Brian Waldron (Civil Engineering, CAESER)</i>	MLGW	\$1,342,887.00
UofM Home Community Based Early Intervention Services <i>Laura Casey (Instruction and Curriculum Leadership)</i>	TN Dept. of Intellectual and Developmental Disabilities	\$1,111,500.00
Multi-Tiered Systems of Support for Behavior and Academics <i>William Hunter (Instruction and Curriculum Leadership)</i>	Vanderbilt / Tn Dept of Ed	\$700,000.00
Language Across Cultures: The Communication Styles of World Leaders <i>Leah Windsor (Institute for Intelligent Systems)</i>	NSF	\$450,000.00
Ecological and Evolutionary Causes and Consequences of Host Heterogeneity Induced by Prior Exposure <i>James Adelman (Biology)</i>	NIH	\$353,496.00
UofM-VIP Program: Improving Undergraduate STEM Education and Identity <i>Chrysanthe Preza (Electrical and Computer Engineering)</i>	NSF	\$299,998.00
CAREER: Three-Dimensional Super-Resolution Light Microscopy of Think, Unprocessed, Biological Samples <i>Ana Doblas (Electrical and Computer Engineering)</i>	NSF	\$295,149.00
In Search of the Ancient Nile and its Defunct Branches: Investigation of Human-Environment Interaction in Ancient Egypt <i>Suzanne Onstine (History)</i>	NSF	\$40,219.00

Total awards July 1 – November 3: \$21,930,708.88

New Patents

Received in 2021

- Autotaxin Inhibitors by Dr. Parrill-Baker, U.S. 11,124,490
- Light Weight Flexible Temperature Sensor Kit by Dr. Sabri, U.S. 11,047,747
- Adaptive Multi-Factor Authentication System and Multi-User Permission Strategy to Access Sensitive Information by Dr. Dasgupta, U.S. 11,038,896
- Fully Reconfigurable Modular Body-Worn Sensors by Dr. Morshed, U.S. 10,973,430

Allowed in 2021

- Chitosan nanofiber compositions, compositions comprising modified chitosan, and method of use by Dr. Bumgardner
- Multi-Focal Light-Sheet Structured Illumination Fluorescence Microscopy System by Dr. Preza
- Si₂Te₃ Resistive Memory by Dr. Cui
- Compositions and Methods for Enhancing Healing and Regeneration of Bone and Soft Tissue by Dr. Bowlin
(allowed/issued in Australia, Japan and China)

Newly launched Technology Start-up:



Company is developing a quantitative phase microscopy system that enables stain-free and label-free imaging of live cells. This technology is associated with the UofM patent: Apparatus and method to convert a regular bright-field microscope into a PS-QPI System; inventors are Ana Doblas, Jorge Garcia-Sucerquia, Rohan Isaac.

9. Additional Business

Presented by David Kemme

10. Adjournment

Presented by David Kemme