



# November 2021 Special Called Meeting

<b>Schedule</b>	Tuesday, November 9, 2021 3:00 PM — 5:00 PM CST
<b>Venue</b>	Maxine A. Smith University Center - Senate Chamber (261)
<b>Organizer</b>	Sparkle Burns

## Agenda

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# 1. Call to Order and Opening Remarks

Presented by Doug Edwards



## 2. Roll Call and Declaration of Quorum

Presented by Melanie Murry



### 3. Selection of the 13th President for the University of Memphis

For Approval

Presented by Doug Edwards

# 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.
- Hardgrave, B.C., and Miller, R., “The Myths and Realities of RFID,” International Journal of Global Logistics and Supply Chain Management, (1) 1, May 2006, 1-16 [*featured article*].
- Hardgrave, B.C., and Miller, R., “RFID: The Silver Bullet?” World Pharmaceutical Frontiers, March 2006, 71-72.
- Chilton, M.A., Hardgrave, B.C., and Armstrong, D., “Person-Job Cognitive Fit for Software Developers: The Impact on Strain and Performance,” Journal of Management Information Systems, 22 (2), Fall 2005, 193-226.
- Hardgrave, B.C., and Armstrong, D., “Software Process Improvement: It’s a Journey, Not a Destination,” Communications of the ACM, 48 (11), November 2005, 93-96.
- Chilton, M.A., and Hardgrave, B.C., “Assessing Information Technology Personnel: Measuring Performance,” The DATA BASE for Advances in Information Systems, 35 (3), Summer 2004, 88-104.
- Hardgrave, B.C., and Johnson, R.A., “Toward an Information Systems Development Acceptance Model: The Case of Object-Oriented Systems Development,” IEEE Transactions on Engineering Management, 50 (3), August 2003, 322-336.
- Hardgrave, B.C., Davis, F.D., and Riemenschneider, C.K., “Investigating Determinants of Software Developers’ Intentions to Follow Methodologies,” Journal of Management Information Systems, 20 (1), Summer 2003, 123-151.
- Riemenschneider, C.K., Hardgrave, B.C., and Davis, F.D., “Explaining Developer Acceptance of Methodologies: A Comparison of Five Theoretical Models,” IEEE Transactions on Software Engineering, 28 (12), December 2002, 1135-1145.
- Walstrom, K.A., and Hardgrave, B.C., “Forums for Information Systems Scholars: III,” Information and Management, 39, 2001, 117-124.

- Riemenschneider, C., and Hardgrave, B.C., "Explaining Software Development Tool Use with the Technology Acceptance Model," Journal of Computer Information Systems, 41 (4), Summer 2001, 1-8.
- Douglas, D.E., and Hardgrave, B.C., "Object-Oriented Curricula in Academic Programs," Communications of the ACM, 43 (11), November 2000, 249-256.
- Hardgrave, B.C., and Doke, E.R., "COBOL in an Object-Oriented World: A Learning Perspective," IEEE Software, 17 (2), March / April 2000, 26-29.
- Johnson, R., Hardgrave, B.C., and Doke, E.R., "An Industry Analysis of Developer Beliefs About Object-Oriented Systems Development," The DATA BASE for Advances in Information Systems, 30 (1), Winter 1999, 47-64.
- Hardgrave, B.C., Wilson, R.L., and Eastman, K., "Toward a Contingency Model for Selecting an Information System Prototyping Strategy," Journal of Management Information Systems, 16 (2), Fall 1999, 113-136.
- Johnson, R., and Hardgrave, B.C., "Object-Oriented Methods: Current Practices and Attitudes," Journal of Systems & Software, 48 (1), 1999, 5-12.
- Doke, E.R., and Hardgrave, B.C., "Should I Learn Java?" The COBOL Report, 3 (4), July/August 1999, 10-15.
- Johnson, R., and Hardgrave, B.C., "Usefulness, Social Influence, and Ease of Use of Object-Oriented Systems Development: Beliefs of Experienced OO Developers," Journal of Computer Information Systems, 39 (4), Summer 1999, 26-32.
- Hardgrave, B.C., and Douglas, D.E., "Object-Oriented Education: Trends in Information Systems and Computer Science Curricula," Journal of Computer Information Systems, 39 (1), Fall 1998, 1-6.
- Pendley, J., Glorfeld, L., and Hardgrave, B.C., "Bankruptcy Prediction of Financially Stressed Firms: An Extension of the Use of Artificial Neural Networks to Evaluate Going Concern," Advances in Accounting Information Systems, 6, 1998, 163-182.
- Hardgrave, B.C., and Walstrom, K.A., "Forums for Management Information Systems Scholars: Update," Communications of the ACM, 40 (11), November 1997, 119-124.
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- Glorfeld, L.W., and Hardgrave, B.C., "An Improved Method for Developing Neural Networks: The Case of Evaluating Commercial Loan Creditworthiness," Computers & Operations Research, 23 (10), October 1996, 933-944.
- Hardgrave, B.C., "Prototyping and System Success: An Empirical Analysis of Association," Journal of Computer Information Systems, 36 (4), Summer 1996, 14-17.

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- Wilson, R.L., and Hardgrave, B.C., "Predicting Graduate Student Success in an MBA Program: Regression vs. Classification," Educational & Psychological Measurement, 55 (2), April 1995, 186-195.
- Walstrom, K.A., Hardgrave, B.C., and Wilson, R.L., "Forums for Management Information Systems Scholars," Communications of the ACM, 38 (3), March 1995, 93-107.
- Hardgrave, B.C., "When to Prototype: Decision Variables Used in Industry," Information and Software Technology, February 1995, 37 (2), 113-118.
- Hardgrave, B.C., and Wilson, R.L., "An Investigation of Guidelines for Selecting a Prototyping Strategy," Journal of Systems Management, 45 (4), April 1994, 28-35.
- Hardgrave, B.C., Wilson, R.L., and Walstrom, K.A., "Predicting Graduate Student Success: A Comparison of Neural Networks and Traditional Techniques," Computers and Operations Research, 21 (3), March 1994, 249-263.
- Hardgrave, B.C., Doke, E.R., and Swanson, N.E., "Prototyping Effects on the System Development Life Cycle: An Empirical Study," Journal of Computer Information Systems, 33 (3), Spring 1993, 14-19.

## **Books**

- Siau, K., Chiang, R., and Hardgrave, B.C., Systems Analysis and Design: People, Processes, and Projects, edited volume for Advances in Management Information Systems, Armonk, NY: ME Sharpe, 2011.
- Chiang, R., Siau, K., and Hardgrave, B.C., Systems Analysis and Design: Techniques, Methodologies, Approaches, and Architectures, edited volume for Advances in Management Information Systems Series, Armonk, NY: ME Sharpe, 2009.
- Doke, E.R., Hardgrave, B.C., and Johnson, R.A., COBOL Programmers Swing with Java, New York, NY: Cambridge University Press, 2005.
- Doke, E.R., and Hardgrave, B.C., Java for the COBOL Programmer, New York, NY: SIGS Books (Oxford Press), 1999.
- Doke, E.R., and Hardgrave, B.C., An Introduction to Object COBOL, New York, NY: John Wiley & Sons, Inc., 1998.

**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.

Hardgrave, B.C., Aloysius, J., and Goyal, S., “Improving Understated PI Accuracy: An Investigation of RFID’s Utility,” POMS Conference, May 2008.

Miller, R., Hardgrave, B.C., and Jones, T. “Levels of Analysis and their Impact on the Assessment of Service Quality,” 2007 Proceedings of the National Decision Sciences Institute, November 2007, 4371-4376.

Armstrong, D., Hardgrave, B.C., and Riemenschneider, C., "Is There a Business Case for RFID?" Proceedings of the Thirteenth Americas Conference on Information Systems, August 2007.

Hardgrave, B.C., Armstrong, D., and Riemenschneider, C., "RFID Assimilation Hierarchy," Hawaiian International Conference on Systems Science, January 2007.

O'Leary-Kelly, A., Hardgrave, B.C., McKinney, V., Wilson, D., & Brooks, N. "The Influence of Professional Identification on the Retention of Women and Minorities in IT," Academy of Management Conference, Honolulu, HI, August 2005.

Chilton, M.A., and Hardgrave, B.C., "Cognitive Style, the Work Environment and Strain: The Case of Object-Oriented Developers," Proceedings of the Seventh Americas Conference on Information Systems, August 2001, 1284-1288.

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.

Clemons Davis, C., and Hardgrave, B.C., "Prototyping as a Factor in Systems Development Success: A Test of Competing Models," 1999 Proceedings of the National Decision Sciences Institute, November 1999, 692-694.

Hardgrave, B.C., and Riemenschneider, C., "Determinants of Systems Development Methodology Use," Proceedings of the Fifth Americas Conference on Information Systems, August 1999, 615-617.

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.

Hardgrave, B.C., "Adopting Object-Oriented Development: One Company's Experience," Proceedings of the Fifth Americas Conference on Information Systems, August 13-15, 1999, 568-570.

Johnson, R., Hardgrave, B.C., and Doke, E.R., "Developer Beliefs About OOSD: An Empirical Study," 1998 Proceedings of the National Decision Sciences Institute, November 1998.

Douglas, D., and Hardgrave, B.C., "The Changing Language Mix in Information Systems Curricula," 1998 Proceedings of the National Decision Sciences Institute, November 1998, 877-879.

Hardgrave, B.C., and Douglas, D., "Trends in Information Systems Curricula: Object-Oriented Topics," 1998 AIS Americas Conference on Information Systems, August 1998, 686-688.

- Johnson, R., and Hardgrave, B.C., "What Developers Believe About OOSD: An Empirical Study," 1998 AIS Americas Conference on Information Systems, August 1998, 692-695.
- Glorfeld, L., Pendley, J., and Hardgrave, B.C., "Evaluating Financial Distress: A Comparison of Four Inductive Decision Models," 1997 Proceedings of the National Decision Sciences Institute, November 1997, 358-360.
- 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 9<sup>th</sup> 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,” 5<sup>th</sup> 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,” 4<sup>th</sup> 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:

<b>Course [UG=undergraduate, M=masters, P=PhD]</b>	<b>Evaluation (5.0 scale)</b>
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

Bill C. Hardgrave  
Auburn University  
Auburn, AL 36849



October 1, 2021

Porsha Williams  
Vice President  
Parker Executive Search  
Atlanta, GA

Dear Porsha:

Thank you for contacting me regarding the opportunity at the University of Memphis. Based on our conversation and my own assessment of the position, I am pleased to submit my materials for consideration.

My academic career has been spent at public institutions. I am a proven leader in higher education, who has been described as an entrepreneurial, visionary, enthusiastic, servant leader. I rose through the faculty ranks, from assistant professor to endowed chair holder at the University of Arkansas. While doing so, I was recognized for excellence in the classroom, in research, and in service. At Auburn University, I served as Dean of the Harbert College of Business for almost eight years. As Dean, I set a high standard in ethics, and demonstrated clear values, principled leadership, and a commitment to equity, inclusion, diversity, and shared governance. As a result, student enrollment grew in quantity and quality, retention and graduation rates improved, research increased, faculty satisfaction skyrocketed, several programs moved into the top 10, and the college has never been in a better financial position. As Provost, our office has become “customer-centric” by focusing on changing how we serve the university community of students, faculty, and staff. Processes, once black boxes of activity, are now transparent, consistent, and timely. Furthermore, our responsibility-based budget, of which \$850 million flows through my office, has spawned a new era of accountability, entrepreneurial thinking, and financial transparency among our colleges, schools, and major units. I have worked closely with state and federal legislators and government liaisons on accountability-related higher education initiatives, funding priorities, state appropriations, and budgets. Our office has also led the development of a new strategic plan for the university (adopted by the Board of Trustees in 2019), created a dual enrollment program for high schools and a pathway program with the Alabama two-year system, and launched an initiative to increase our faculty research capacity.

As a first-generation college student, I understand and appreciate the impact of higher education on one’s life by creating upward social mobility. The University of Memphis has served its students well and has built an impressive student body. UofM is changing lives. Undoubtedly, this is a university on the move. UofM’s size and reputation have grown over the past several years and it will be important for the next president to accelerate the trajectory in its pursuit of academic and research excellence, student success, and diversity and inclusion. As illustrated in my CV, I have been an academic builder with a demonstrated ability to advance an institution. With tremendous upside for the future, it is an exciting time for UofM. Please accept this letter as a formal indication of my interest in the position of President of the University of Memphis.

Sincerely,

Bill C. Hardgrave

## 4. Additional Business

Presented by Doug Edwards



## 5. Adjournment

Presented by Doug Edwards