

OKLAHOMA STATE UNIVERSITY
ACADEMIC PROGRAM REVIEW
EXECUTIVE SUMMARY

DEPARTMENT OR DEGREE PROGRAM: BSBA in MIS and MSCS – Department of Management Science and Information Systems (MSIS)

Introduction: The MIS and MSCS degrees offered in the Department of Management Science and Information Systems focus on the business applications of information technology. This includes emphasizing necessary skills required in the analysis, development, evaluation and implementation of various information and communication technologies critical for today's internet-enabled organizations. The integration of information technology throughout all aspects of business coupled with the critical need for responsive information systems has created a strong demand for graduates with expertise in both information systems and business administration.

Specialized courses are offered in areas such as systems analysis and design, business programming, database design and management, expert and decision support systems, data mining applications, data communications and network security, management science methods, enterprise resource planning systems and electronic commerce.

The 2004-2005 edition of the U.S. Department of Labor's Occupational Outlook Handbook forecasts that five of the top 20 job titles having the highest percentage growth through the year 2012 are those that require at least a B.S. degree in MIS. No other business-related degrees appear in the top 20. Thus, the outlook for future growth and demand of the major is very, very strong.

Review Process: The faculty of the Department of Management Science and Information Systems manages the undergraduate degree programs and their requirements. Since the inception of the department in July 2002, an Undergraduate Curriculum Committee of 4-5 members is appointed each year and reviews the curriculum, sets strategic goals for the program and brings recommendations to the department for consideration. Those recommendations approved by the departmental faculty are then implemented. It is through this means that annual reviews (including this program review) are conducted and linked into departmental strategic plans and continuous improvement objectives.

Program Objectives: Undergraduate degrees in MIS and MSCS require a common foundation of work in disciplines such as mathematics, statistics, behavioral sciences and communications. A second tier of required work consists of the courses required for all Spears School of Business students, such as economics, marketing, accounting, management, etc. The third tier of classes is core MIS courses that develop information technology expertise in our students.

Student Outcomes Assessment: With Oklahoma State University being an accredited member of AACSB-International, the plan of study for the MIS and MSCS undergraduate degrees shares the goals and objectives of all accredited members of the association. Undergraduate students complete a broad general education, the common body of basic competency in all business disciplines, and then obtain specialization in information systems analysis, design and development. A graduate of the MIS or MSCS program will possess the necessary skills required

in the analysis, development, evaluation and implementation of various information and communication technologies.

Additionally, they will have specific knowledge in areas such as programming, database design and management, expert and decision support systems, data mining applications, data communications and network security, management science methods, enterprise resource planning systems, electronic commerce, statistics, operations research, and decision analysis. Student should also possess strong written and oral communication skills. The coursework is designed to promote the acquisition of facts and ideas, development of analytical and communication skills, and the ability to synthesize ideas, make judgments and apply theories and practices to practical problems in the information technology and business domain.

Based on the recent assessments, MIS students express the view that they have had an overall good academic experience with the undergraduate MIS program. They also indicate that if they could start again they would, in fact, choose the same major.

It is also interesting to note that the students felt strongly that their undergraduate classes provided significant emphasis on mental activities such as memorizing, analyzing, synthesizing, making judgments and applying theories or concepts to practical problems.

Program Recommendations: The single most important recommendation is to engage in a substantial implementation of the assessment recommendations of the OSU Assessment Council and the strategic management objectives of AACSB—International Standards of Accreditation.

Furthermore, additional goals from the most recent departmental strategic plan include:

- Enhancing faculty/department scholarly recognition in conjunction with the Institute for Research in Information Systems and the Center for Telecommunications and Network Security.
- Implementing program improvements and innovations for the undergraduate Management Information Systems and Management Science Computer Systems programs.
- Increase stakeholder/peer recognition of the department through selective marketing.

Dean


(Signature)

Date

3/1/05

OKLAHOMA STATE REGENTS FOR HIGHER EDUCATION

2004 - 2005
ACADEMIC PROGRAM REVIEW

BACCALAUREATE, MASTERS & DOCTORAL DEGREES

OKLAHOMA STATE UNIVERSITY

B.S.B.A.

Title of unit or degree program reviewed (Level III)

With options (Level IV) in: _____

Bachelor of Science in Business Administration
Management Information Systems,
Management Science and Computer Systems

Degree designation as on diploma (Level II)

BSBA

Formal degree abbreviation (Level I)

Degree-granting academic unit

310

William S. Spears
School of Business

(Name)

(Cost Center)

CIP code 520101

HEGIS code 0502

Instructional Program code 450, 452

Name of department head Rick L. Wilson

(person who oversees degree program listed above)

Program holds specialized accreditation from AACSB-International

Name and title of contact person Rick L. Wilson

(Name)

Professor/Head and W. Paul Miller Professor

(Title)

Date of Institutional Governing Board Review: _____

President _____

(Signature)

Date: _____

OVERVIEW

A. Description of the MSIS Departmental/Program Review

The faculty of the Department of Management Science and Information Systems manages the undergraduate degree programs and their requirements. Since the inception of the Department in July 2002, an Undergraduate Curriculum Committee of 4-5 members is appointed each year and reviews the curriculum, sets strategic goals for the program and brings recommendations to the department for consideration. Those recommendations approved by the departmental faculty are then implemented. It is through this means that annual reviews (including this program review) are conducted and linked into departmental strategic plans and continuous improvement objectives.

B. Recommendations from Previous Program Reviews

The pertinent Recommendations for Action from the 1995 Program Review (from the Department of Management, where the degree program was then located) follow.

1. Recommendation: To successfully achieve reaccreditation by the AACSB.
Action: Achieved.
2. Recommendation: To review the undergraduate curriculum, identify areas where changes are required and implement those changes.
Action: Achieved. This is implemented through the Undergraduate Curriculum Committee described above.
3. Recommendation: To develop a program to continuously monitor the undergraduate curriculum, making further adjustments and alteration as deemed necessary.
Action: Achieved. This is implemented through the Undergraduate Curriculum Committee described above.
4. Recommendation: To strive to keep students and faculty abreast of the latest in technological innovations.
Action: Achieved. The Spears School of Business (SSB) has dedicated skilled professionals serving the needs of the School, including a periodic replacement plan for both student and faculty computing. In addition, the MSIS Department has its own dedicated labs allowing students and faculty the opportunity to engage in cutting edge instruction and research.
5. Recommendation: To enhance our reputation for quality research and professional outputs within the profession.
Action: Achieved. The MSIS Department has numerous faculty members serving on prestigious journal editorial boards, holds academic conferences and has developed a national reputation in cutting edge research in areas such as telecommunications, data and network security, data mining, operations research in sports, and electronic commerce.

CRITERION I Program Centrality

A: Goals and Objectives of the MIS and MSCS Degree programs.

Degree program: Undergraduate degrees in MIS (Management Information Systems) and MSCS (Management Science and Computer Systems) are similar degrees with different histories. They date back to the 1970s and 1980s and were administered through different departments over time (Management, Administrative Science, Administrative Services, etc.) Because alumni have degrees from both categories, we have continued offering both degrees so that we can maintain that connection with our alumni. Recruiters view the two degrees synonymously. The degree plans, which appear later, are similar.

Program Clientele: The students in the programs are primarily full-time students in Stillwater.

Program Objectives: Undergraduate degrees in MIS and MSCS require a common foundation of work in disciplines such as mathematics, statistics, behavioral sciences and communications. A second tier of required work consists of the courses required for all Spears School of Business students, such as economics, marketing, accounting, management, etc. The third tier of classes is core MIS courses that develop information technology expertise in our students.

Management Information Systems (MIS)

The MIS degree focuses on the business applications of information technology. This includes emphasizing necessary skills required in the analysis, development, evaluation and implementation of various information and communication technologies critical for today's internet-enabled organizations. The integration of information technology throughout all aspects of business coupled with the critical need for responsive information systems has created a strong demand for graduates with expertise in both information systems and business administration.

Once MIS students satisfy the first two tier requirements mentioned above, they will focus on specialized courses in areas such as systems analysis and design, business programming, database design and management, expert and decision support systems, data mining applications, data communications and network security, management science methods, enterprise resource planning systems and electronic commerce.

Management Science and Computer Systems (MSCS)

The MSCS degree is similar to the MIS degree with minor, yet with significant differences. This degree places additional emphasis on developing aptitudes in quantitative tools that are especially critical in today's data-driven organization. Additional course work in statistics, operations research, decision analysis and quantitative analysis is possible with an MSCS degree.

In summary, both the MIS and MSCS degrees foster growth in students to become the 'Builder of Systems' specialist so critical to organizations today. Both degrees provide the student with unique business, technical and project management skills, making them candidates for fast career advancement in the information-driven marketplace of the 21st Century.

Expected Student Outcomes:

With Oklahoma State University being an accredited member of AACSB-International, the plan of study for the MIS and MSCS undergraduate degrees shares the goals and objectives of all accredited members of the association. Undergraduate students complete a broad general education, the common body of basic competency in all business disciplines, and then obtain specialization in information systems analysis, design and development. A graduate of the MIS or MSCS program should possess the necessary skills required in the analysis, development, evaluation and implementation of various information and communication technologies critical in today's internet-enabled organizations.

Additionally, they will have specific knowledge in areas such as programming, database design and management, expert and decision support systems, data mining applications, data communications and network security, management science methods, enterprise resource planning systems, electronic commerce, statistics, operations research, and decision analysis. Student should also possess strong written and oral communication skills. The coursework is designed to promote the acquisition of facts and ideas, development of analytical and communication skills, and the ability to synthesize ideas, make judgments and apply theories and practices to practical problems in the information technology and business domain.

B. Linkage of the program to Institution's Mission

OSU's mission states: "Proud of its land grant heritage, Oklahoma State University advances knowledge, enriches lives, and stimulates/enhances economic development through instruction, research, outreach, and creative activities." The mission of the Spears School of Business is contained in the statement: "The mission of the College of Business Administration, with internationally recognized areas of excellence and innovation, is to serve its stakeholders through its role as a professional college in Oklahoma's comprehensive land-grant university."

The Department of MSIS makes many contributions to OSU's mission. The departmental faculty research productivity is outstanding, having over 45 articles that have been or will be published just since 2004. Many faculty are involved in research areas that have direct application in information security, electronic commerce, web system design, etc. Thus, the research undertaken in the department helps advance knowledge and enhances economic development for the state.

Departmental classes are often taken by other majors throughout the campus since technology has become so pervasive in all areas of life. The MSIS Department supports other interdisciplinary programs, primarily at the Masters level. The MSIS Department, through its research arm IRIS (Institute for Research in Information Systems), hosted numerous research and industry speakers focusing on today's "hot topics".

Many professors in the department have won teaching awards for their excellence in the classroom. Still others have been recognized on campus and throughout the world for the excellence in the use of technology in the classroom. The MSIS Department faculty regularly serves on prestigious journal editorial boards, on the Boards of national societies and their annual meetings, and plays key roles in important academic societies and organizations. The faculty, through its instruction, service, research and outreach, brings much national recognition to OSU. The MSIS Department is strongly focused on achieving OSU's and SSB's missions.

CRITERION II

Program Curriculum and Structure

A. Program Structure – See the requirements sheet for the BSBA in MIS and MSCS degrees.

B. Distance Education

At present, there are no classes that are offered regularly via electronic or distance delivery.

C Articulation Agreements

The Oklahoma State Regents for Higher Education distributes transfer matrices that outline like-type courses that will transfer among Oklahoma's public colleges and universities. In addition, each bachelor's degree-granting university lists the requirements for each of its bachelor's degree programs and publicizes those requirements for use by all other colleges and universities.

Course Equivalencies (tables of courses) that are transferable among Oklahoma public colleges and institutions are available by year and academic discipline on-line at www.okhighered.org/student-center/transfer-stdnts/course-transfer.shtml.

D. Multidisciplinary Programs

At present, the MSIS Department participates in multidisciplinary programs primarily at the graduate level (M.S. in Telecommunications Management and the MBA Program).

OKLAHOMA STATE UNIVERSITY

GENERAL REQUIREMENTS

COLLEGE OF

BUSINESS ADMINISTRATION

For students matriculating:

BACHELOR OF

SCIENCE IN BUSINESS ADMINISTRATION

Academic Year 2004-2005

DEGREE

MANAGEMENT INFORMATION SYSTEMS

Total hours 120

MAJOR

Minimum overall grade-point average 2.50

Other GPA requirements, see below.

| General Education Requirements <u>34</u> Hours | | |
|---|-----|---|
| Area | Hrs | To Be Selected From |
| English Composition and Oral Communication | 6 | ENGL 1113 or 1313; and 1213 or 1413 (See Academic Regulation 3.5 in Catalog.) |
| American History and Government | 6 | HIST 1103 POLS 1113 |
| Analytical and Quantitative Thought (A) | 3 | MATH 1483 or 1513 |
| Humanities (H) | 6 | Any courses designated (H). |
| Natural Sciences (N) | 7 | One course designated (L, N). One course designated (N). |
| Social and Behavioral Sciences (S) | 6 | Any courses designated (S). |
| International Dimension (I) | - | Any course designated (I). |
| Scientific Investigation (L) | - | Any course designated (L). Students are encouraged to meet the requirement in their selection of (N) course work. |
| College/Departmental Requirements <u>10</u> Hours | | |
| Orientation | 1 | BADM 1111 |
| Analytical and Quantitative | 6 | CS 1113 MATH 2103 or 2144 |
| Oral Communication | 3 | SPCH 2713 |

| Major Requirements <u>72</u> Hours | | |
|--|------|--|
| Common Body <u>36</u> Hours | | Management Information Systems Major Requirements <u>36</u> Hours |
| ACCT | 2103 | BCOM 3113 or ENGL 3323 or SPCH 3723 |
| ACCT | 2203 | CS 2351, 2432 |
| ECON | 2103 | MSIS 2203 and 3363 3233 or 3243 3303, 4013, 4523 |
| ECON | 2203 | |
| MSIS | 2103 | MSIS - 3 hours from any other upper-division MSIS course. |
| STAT | 2023 | |
| BADM | 3513 | <u>9 hours from:</u> ACCT 3203, 3433, 3603, 4433, 4453, 4503 |
| FIN | 3113 | CS 2133, any upper-division courses except 4113 and 4883 |
| LSB | 3213 | ECON 3313, 4213, 4223 |
| MGMT | 3123 | FIN 4223, 4333, 4613 |
| MKTG | 3213 | IEM 4723 |
| MSIS | 3223 | MGMT 3313 |
| | | MKTG 4223, 4333, 4973, 4983, 4993 |
| | | MSIS any upper-division courses |
| | | TCOM any upper-division courses |
| | | STAT 3013, 4043 |
| A grade of "C" or better must be earned in each MSIS course, including 2103. (A GPA of 2.50 is required in these 36 hours.) | | |
| A GPA of 2.50 is required in these 72 hours. | | |

Electives 4 Hours

May be selected from any upper- or lower-division area except activity courses in LEIS and PE and lower-division AERO and MLSC. Twelve credit hours earned in advanced AERO and MLSC, exclusive of credit earned for summer camp, may be included in the 120 hours.

Other Requirements:

- No more than 50 percent of the 120 total hours may be earned in College of Business Administration courses. However, MSIS 2103 and up to 9 hours of ECON may be counted as outside the CBA.
- A minimum of 50 percent of the business hours required for a degree as well as the last 30 hours must be in residence at OSU.
- Forty-five hours of junior/senior level courses (3000 or above) are required.

Students will be held responsible for degree requirements in effect at the time of matriculation (date of first enrollment) and any changes that are made, so long as these changes do not result in semester credit hours being added or do not delay graduation.

DEAN

BA-11

DEPARTMENT HEAD

OKLAHOMA STATE UNIVERSITY

GENERAL REQUIREMENTS

COLLEGE OF

BUSINESS ADMINISTRATION

For students matriculating:

Academic Year 2004-2005

BACHELOR OF

SCIENCE IN BUSINESS ADMINISTRATION

DEGREE

MANAGEMENT SCIENCE AND
COMPUTER SYSTEMS

MAJOR

Total hours 120

Minimum overall grade-point average 2.50

Other GPA requirements, see below.

| General Education Requirements <u>38</u> Hours | | |
|--|-----|---|
| Area | Hrs | To Be Selected From |
| English Composition and Oral Communication | 6 | ENGL 1113 or 1313; and 1213 or 1413 (See Academic Regulation 3.5 in Catalog.) |
| American History and Government | 6 | HIST 1103 POLS 1113 |
| Analytical and Quantitative Thought (A) | 7 | MATH 2144, CS 1113 <i>NOTE: Student must satisfy Math prerequisites.</i> |
| Humanities (H) | 6 | Any courses designated (H). |
| Natural Sciences (N) | 7 | One course designated (L, N). One course designated (N). |
| Social and Behavioral Sciences (S) | 6 | Any courses designated (S). |
| International Dimension (I) | - | Any course designated (I). |
| Scientific Investigation (L) | - | Any course designated (L). Students are encouraged to meet the requirement in their selection of (N) course work. |
| College/Departmental Requirements <u>4</u> Hours | | |
| Orientation | 1 | BADM 1111 |
| Oral Communication | 3 | SPCH 2713 |

| Major Requirements <u>75</u> Hours | | |
|--|------|--|
| Common Body <u>36</u> Hours | | Management Science & Computer Systems Major Requirements <u>39</u> Hours |
| ACCT | 2103 | BCOM 3113 or ENGL 3323 or SPCH 3723 |
| ACCT | 2203 | |
| ECON | 2103 | MSIS 2203, 3233, 3243, 3303, 3363, 4013, 4263 |
| ECON | 2203 | |
| MSIS | 2103 | <u>6 hours from:</u> STAT 3013, 4033, 4043, 4053, 4113, 4203, 4213 |
| STAT | 2023 | |
| BADM | 3513 | <u>3 hours from:</u> CS 2133, 2351, 2432 |
| FIN | 3113 | |
| LSB | 3213 | <u>6 hours from :</u> ACCT 3203, 3433, 3603, 4433, 4453 CS any upper-division courses except 4883 and 4113 |
| MGMT | 3123 | |
| MKTG | 3213 | ECON 4213, 4223 FIN 4223, 4333, 4613 IEM 4103, 4203, 4713 MATH 3013, 4553 |
| MSIS | 3223 | |
| | | MKTG 4223, 4333, 4973, 4983, 4993 |
| | | MSIS any upper-division MSIS courses |
| | | TCOM any upper-division TCOM courses |
| A grade of "C" or better must be earned in each MSIS course, including 2103. | | |
| (A GPA of 2.50 is required in these 39 hours.) | | |

A GPA of 2.50 is required in these 75 hours.

Electives 3 Hours

May be selected from any upper- or lower-division area except activity courses in LEIS and PE and lower-division AERO and MLSC. Twelve credit hours earned in advanced AERO and MLSC, exclusive of credit earned for summer camp, may be included in the 120 hours.

Other Requirements:

- No more than 50 percent of the 120 total hours may be earned in College of Business Administration courses. However, MSIS 2103 and up to 9 hours of ECON may be counted as outside the CBA.
- A minimum of 50 percent of the business hours required for a degree as well as the last 30 hours must be in residence at OSU.
- Forty-five hours of junior/senior level courses (3000 or above) are required.

Students will be held responsible for degree requirements in effect at the time of matriculation (date of first enrollment) and any changes that are made, so long as these changes do not result in semester credit hours being added or do not delay graduation.

DEAN

BA-12

DEPARTMENT HEAD

CRITERION III

Program Resources

A. New facilities and major equipment

Technology in SSB classrooms: Twelve classrooms under the control of the SSB were equipped at a cost of \$140,000 during the summer of 2002 with new projection units, including instructor work stations, dedicated desktop computers and ceiling-mounted projectors, each with internet access. Five new mobile projection units are available for SSB faculty teaching in classrooms not similarly equipped.

Student Support Services: During Summer 2002, a computer lab in the CBA building, utilized largely by undergraduate students, was upgraded at a cost of \$220,000 with 78 new desktop computers that have flatscreen monitors and extensive software and data programs. Small clusters of new desktop computers, such as those purchased for the lab, were made available in three office areas for the graduate teaching associates for both research and teaching application. Four full-time professionals and 1.0 FTE part-time student service the computer support needs of the SSB faculty, staff and students.

Specific MSIS Departmental Resources:

During the last five years, the MSTM program received an equipment contribution from Amoco/British Petroleum, a substantial monetary gift from Williams Communications, and a significant amount of equipment from Cisco at a generous reduction in price. These contributions have had a tremendous impact on the program laboratory facilities in Stillwater and have allowed the program to establish a lab on the OSU-Tulsa campus.

In Spring 1999, an alumnus of the program working for Amoco contacted the program concerning an internal list of equipment being reallocated or disposed of following British Petroleum's purchase of the company. The result was a contribution of several brand new Ethernet transceivers, fiber Ethernet hugs, router cards, and 10 Mbps level-one hubs. With this equipment, the laboratory class has increased flexibility in network configurations and the introduction of a new data link protocol.

In 2000, Williams Communications provided a gift of \$375,000 to OSU-Tulsa to enhance the campus' ability to offer a technical curriculum. The donation was matched by state funds and earmarked for the development and implementation of an advanced telecommunications laboratory on the Tulsa campus. The facility was completed in Spring 2002 and fully supports training and applied research, voice, video, and data education. The lab is equipped with 35 desktop computers, eight 10 Base T 8-port hubs, telephony, and videoconference equipment.

In Fall 2001, as part of the ongoing commitment to the program, the Spears School of Business provided an extensive upgrade of the Stillwater laboratory. Much of the network infrastructure and computing resources were replaced and new Wide Area Network simulation hardware and software was added. In addition, an agreement with Cisco allowed the program to use the SSB funding to purchase 41 Cisco routers, six Cisco hubs, six Cisco Internet-protocol telephones, two Cisco Call Managers, and one Cisco Catalyst 4000 switch.

The program also purchased equipment in association with the Virtual Laboratory grant, including 24 PC cameras and five Polycom Video Conferencing units. In addition, the program

has purchased a Sun Microsystem computer and four Extreme 48i Layer 3 Switch with Gigabit Ethernet.

Additionally, in Fall 2004, the new IRIS Research Center was opened on the first floor of the SSB building. This center allows graduate students to engage in cutting edge research and links the different lab facilities together in the department. Planned for Fall 2005 is a dedicated ConocoPhillips Advanced Systems Lab that will be constructed in the basement of the SSB. This facility will be for students taking MIS classes and will allow greater flexibility in system building experiences as contrasted to public labs on campus. The funding for this lab comes from a substantial donation by ConocoPhillips.

B. Academic and Administrative Efficiencies

SSB faculty offers classes with student/faculty ratios among the largest at OSU, thereby generating large student credit hours per faculty and, in addition, they are accountable for research, student advising and other professional obligations. The faculty in the MSIS department has continued its teaching and other activities over the past 5 year period with very little salary increase. As an example, the gap between the Big XII average salary and the average paid full professors in this department reached \$16,000 per year in 2003. The faculty is doing more for less pay, relative to other schools, which can be considered an efficiency. Certainly, it can be viewed as a significant morale problem as well. It is significant to note that the cost per SCH of production in the MSIS department decreased by almost 15 percent from 2003 to 2004.

Partnerships in executive and management development include an Executive Education Partnership Program, including 13 member companies, as well as OSU and OU faculty teaching a one-week executive program. Rose State University is subcontracting with Business Extension on a 15 credit hour Supervisory Certificate offered to Tinker Air Force Base. CITGO Petroleum Corporation in Tulsa gave Business Extension a grant to help develop an OSU Leadership Institute to be offered on a public basis to corporations/government entities. The Tulsa Business Forums, Executive Management Briefings, and Economic Outlook conferences exhibit corporate partnerships providing funding for speakers series and economic outlooks for the state.

The OKSource Web Internet Directory concept is a partnership with the Oklahoma Department of Commerce on matching Oklahoma products for export with companies interested in buying those products on an international basis. Another collaboration in the international arena is the partnering with Zayed University, University of Kentucky and Clemson University in offering an Executive MBA degree from Zayed University, United Arab Emirates.

In total, Business Extension offers over 200 programs offered with 14,313 participants and 4,018 hours of instruction. Business Extension is in its 50th year of providing executive and management development programs to the citizens of the state.

The Master of Science in Telecommunications Management degree program offered jointly by the Spears School of Business, College of Engineering, Architecture and Technology, and College of Arts and Sciences demonstrates cooperation and efficiencies within the university.

C. External Funding.

See attached Appendix A. The MSIS Department is the most active department in obtaining external money in the SSB. Appendix A shows that since 2000, there has been

approximately \$2.7 million of external funds (of a variety of sources) generated by MSIS departmental faculty. As grants typically span multiple years, depicting any trend is difficult. Some of the largest gifts did occur during the years 2000 and 2002, at the height of the telecommunications industry expansion.

CRITERION IV Productivity

A. Number of majors, student credit hours, and average time to graduation. See the attached five-year academic report card for the MSIS Department.

The start of the period (2000) was at the height of the dot.com boom, the telecommunications industry expansion, and the overall expansion of the world economy. The MSIS classes filled up immediately when enrollment started, and long lines would form in the hallway with students trying to get into closed sections. This is the time frame when we show 454 undergraduate majors.

After 9/11, the dot.com bust, and the restructuring of the telecommunications industry, the demand for MIS and related majors abated somewhat. The present enrollments in our major are now at a much more manageable level, especially given the fact that four faculty have either retired or left the department since 2000 and have not been replaced. Today's (2004) enrollment is down to 256 undergraduate students.

Interestingly, while majors have dropped significantly, 35 percent since 2002, student credit hours have dropped only 9.4 percent. This shows that the global importance and relevance of information technology classes continue to increase on the OSU campus.

It is also interesting to note that even with the changes that have occurred in various technology industries, the 2004-2005 edition of the U.S. Department of Labor's Occupational Outlook Handbook indicates that five of the top 20 job titles forecasted to have the highest percentage growth through the year 2012 are those in information systems that require at least a B.S. degree in MIS. No other business-related degrees appeared in the top 20 (most of the others were health-care related). Thus, the outlook for future growth and demand of the major is very, very strong.

B. Faculty ratio and class size. See the attached five-year Academic Report Card for MSIS (end of section).

The student-faculty ratio has decreased from a high of 26.6 to 18.1. This is due to the reduction in enrollment to a more reasonable size that has occurred during the past three years. Interestingly, the average class size has remained about the same with year-to-year variations, being actually larger in 2004 than in 2000. This is likely due to the loss (without replacement) of four tenure-track professors.

C. Five-year average number of degrees conferred and majors.

The following table lists the department's five-year average number of degrees conferred and majors and compares them to the OSRHE standards.

| Degree | Number of Degrees Conferred | | Majors (Headcount) – Fall Semester | |
|---------------|-----------------------------|----------------|------------------------------------|----------------|
| | OSRHE standard | 5-year average | OSRHE standard | 5-year average |
| Baccalaureate | 5 | 148.6 | 12.5 | 400.4 |
| | | | | |

As this table indicates, the MSIS Department is significantly above the OSRHE standards for the number of degrees conferred and the headcount of majors. Our degree program is very healthy and remains strong and relevant.

Oklahoma State University
FIVE-YEAR ACADEMIC REPORT CARD
MGMT SCI& INFO SYS

| <i>Fall Semester</i> | 2000 | 2001 | 2002 | 2003 | 2004 | Change | | | |
|---|--------|--------|--------|--------|----------|-----------|----------|-----------|-----------|
| | | | | | | Amount | Percent | | |
| Student Information | | | | | | | | | |
| Headcount | 454 | 453 | 454 | 385 | 256 | -198 | -43.6% | | |
| Undergraduate | 199 | 220 | 196 | 201 | 164 | -35 | -17.6% | | |
| Graduate | 0 | 0 | 0 | 0 | 0 | 0 | - | | |
| Professional | 0 | 0 | 0 | 0 | 0 | 0 | - | | |
| Total | 653 | 673 | 650 | 586 | 420 | -233 | -35.7% | | |
| Minority | 250 | 273 | 295 | 283 | 203 | -47 | -18.8% | | |
| Non-minority | 403 | 400 | 355 | 303 | 217 | -186 | -46.2% | | |
| Entry Information | | | | | | | | | |
| ACT Average | 25.63 | 24.63 | 25.5 | 23 | 23 | -2.63 | -10.3% | | |
| ACT 25th - 75th Percentile | 24-27 | 21-29 | 25-26 | 23-23 | 23-23 | | | | |
| Top 10% High Sch. Class(%) | 0.0% | 0.0% | 50.0% | 0.0% | 100.0% | 100.0% | - | | |
| Retention/Graduation Rates | | | | | | | | | |
| No. of Full-time Semesters | 0 | 7.8 | 8.5 | 8.7 | 8.5 | 0.7 | 9.0% | | |
| Semester Credit Hours - State Funded | | | | | | | | | |
| Undergraduate | 0 | 0 | 5,766 | 5,724 | 5,115 | 5,115 | - | | |
| Graduate | 0 | 0 | 1,057 | 1,362 | 1,063 | 1,063 | - | | |
| Professional | 0 | 0 | 0 | 0 | 0 | 0 | - | | |
| Total | 0 | 0 | 6,823 | 7,086 | 6,178 | 6,178 | - | | |
| Number of Lecture Classes Taught_Avg Class Size | | | | | | | | | |
| | Number | Avg. | Number | Avg. | Number | Avg. | Number | Avg. | |
| Undergraduate | 36 | 54.0 | 40 | 50.0 | 44 | 43.5 | 40 | 47.5 | |
| Graduate/Professional | 15 | 23.0 | 14 | 22.0 | 13 | 27.0 | 16 | 25.0 | |
| All Student | 51 | 44.9 | 54 | 42.7 | 57 | 39.7 | 56 | 41.1 | |
| | | | | | | | 38 | 43.6 | |
| | | | | | | | 15 | 21.0 | |
| | | | | | | | 53 | 37.2 | |
| Class Size | | | | | | | | | |
| % of Classes < 20 | 15.7% | 20.4% | 19.3% | 23.2% | 35.8% | 20.2% | 2 | 5.6% | |
| % of Classes > 50 | 11.8% | 13.0% | 14.0% | 21.4% | 20.8% | 9.0% | 0 | 0.0% | |
| OSU-Tulsa | | | | | | | | | |
| Headcount | 74 | 65 | 91 | 100 | 76 | 2 | 2.7% | | |
| Student Credit Hours | 0 | 0 | 713 | 956 | 747 | 747 | - | | |
| Faculty Information | | | | | | | | | |
| Instructional-FTE | 0.00 | 0.00 | 19.76 | 17.21 | 17.08 | 17.08 | - | | |
| Professor-Lecturer | 0.00 | 0.00 | 2.75 | 4.82 | 7.33 | 7.33 | - | | |
| Graduate Assistant | 0.00 | 0.00 | 22.51 | 22.03 | 24.41 | 24.41 | - | | |
| Total | | | | | | | | | |
| Headcount | | | | | | | | | |
| Professor-Lecturer | 0 | 0 | 22 | 18 | 18 | 18 | - | | |
| Total | 0 | 0 | 7 | 5 | 7 | 7 | - | | |
| Minority | 0 | 0 | 16 | 15 | 15 | 15 | - | | |
| Tenured/Tenure Track | 0 | 0 | 12 | 12 | 12 | 12 | - | | |
| Tenured | 0.0% | 0.0% | 75.0% | 80.0% | 80.0% | 80.0% | - | | |
| %Tenured | | | | | | | | | |
| % of Faculty Full - Time | 0.0% | 0.0% | 95.0% | 100.0% | 100.0% | 100.0% | - | | |
| Student Faculty Ratio | 0.0 | 0.0 | 26.6 | 26.4 | 18.1 | 18.1 | - | | |
| Faculty Salaries vs. Peer Inst. (Full-time Faculty - 9 mos.) | | | | | | | | | |
| | OSU | Big 12 | OSU | Big 12 | OSU | Big 12 | OSU | Big 12 | |
| Professor | \$0 | \$0 | \$0 | \$0 | \$93,077 | \$107,175 | \$93,202 | \$109,668 | \$102,565 |
| Associate | \$0 | \$0 | \$0 | \$0 | \$89,937 | \$92,091 | \$91,926 | \$94,048 | \$95,715 |
| Assistant | \$0 | \$0 | \$0 | \$0 | \$85,350 | \$90,415 | \$90,000 | \$91,297 | \$97,493 |
| | | | | | | | | | \$102,565 |
| | | | | | | | | | \$95,715 |
| | | | | | | | | | \$97,493 |
| Classes Taught by Tenured/Tenure Track | | | | | | | | | |
| % Lower Div. Classes | 33% | 50% | 25% | 0% | 0% | -33.00% | - | | |
| % Undergrad. Classes | 47% | 55% | 45% | 45% | 50% | 3.00% | - | | |

**Oklahoma State University
FIVE-YEAR ACADEMIC REPORT CARD
MGMT SCI& INFO SYS**

| Fiscal Year | 2000 | 2001 | 2002 | 2003 | 2004 | Change | |
|-------------------------------|------|------|------|-------------|-------------|--------|---------|
| | | | | | | Amount | Percent |
| Financial Information | | | | | | | |
| Faculty Salaries | | | | \$1,194,540 | \$1,030,558 | | |
| Other Salaries | | | | \$15,822 | \$21,273 | | |
| Fringe Benefits | | | | \$318,624 | \$271,456 | | |
| Travel | | | | \$13,648 | \$25,894 | | |
| Utilities | | | | \$0 | \$0 | | |
| Supplies Other Oper. Exp. | | | | \$8,495 | \$5,373 | | |
| Property, Furniture Equip. | | | | \$2,137 | \$1,567 | | |
| Library Books Periodicals | | | | \$0 | \$0 | | |
| Transfers Other Disbur. | | | | \$0 | \$0 | | |
| Total | | | | \$1,553,266 | \$1,356,120 | | |
| Cost per SCH | | | | \$110.92 | \$94.24 | | |
| Cost per SCH in Constant \$ | | | | \$103.35 | \$85.10 | | |
| Other Revenue | | | | | | | |
| Other Student Fees | | | | \$0 | \$0 | | |
| Gifts and Grants | | | | \$126,548 | \$35,419 | | |
| OSU-Tulsa Fac. Exp. Transfers | | | | \$1,682 | \$385,399 | | |
| Fees Related to Educ. Depts. | | | | \$0 | \$0 | | |
| Other Income | | | | \$89,997 | \$19,441 | | |
| Total | | | | \$218,227 | \$440,259 | | |
| External Funding | | | | | | | |
| Sponsored Expenditures** | | | | \$3,434 | \$35,680 | | |

**Excludes federal appropriations for College of Agriculture Sciences and Natural Resources.

CRITERION V

Quality

A. Program Faculty Qualifications

| NAME | Fac Status | FTE | Degree | Earned | Year Hired |
|------------------|------------|------|---------|---------------|------------|
| | | | HIGHEST | HIGHEST | |
| | | | | Teaching area | |
| R. Wilson | Regular | 1.00 | Ph.D. | Ph.D. | 1990 |
| A. Amiri | Regular | 1.00 | Ph.D. | Ph.D. | 1998 |
| M.D. Crossland | Regular | 1.00 | Ph.D. | Ph.D. | 2001 |
| N.P. Dalal | Regular | 1.00 | Ph.D. | Ph.D. | 1990 |
| D. Delen | Regular | 1.00 | Ph.D. | Ph.D. | 2001 |
| D.C. Ho | Regular | 1.00 | Ph.D. | Ph.D. | 1983 |
| T.C. Ireland | Regular | 1.00 | Ph.D. | Ph.D. | 1981 |
| M.G. Kletke | Regular | 1.00 | Ph.D. | Ph.D. | 1981 |
| H.S. Lau | Regular | 1.00 | Ph.D. | Ph.D. | 1984 |
| G.D. Nord | Regular | 1.00 | Ph.D. | Ph.D. | 1982 |
| J.A. Horn-Nord | Regular | 1.00 | Ed.D. | Ed.D. | 1982 |
| N. Romano | Regular | 1.00 | Ph.D. | Ph.D. | 2001 |
| R. Sarathy | Regular | 1.00 | Ph.D. | Ph.D. | 2000 |
| R. Sharda | Regular | 1.00 | Ph.D. | Ph.D. | 1980 |
| J.S. Turner | Regular | 1.00 | Ph.D. | Ph.D. | 1969 |
| M. Weiser | Regular | 1.00 | Ph.D. | Ph.D. | 1995 |
| S. (Homa) Ghajar | Adjunct | 1.00 | Ed.D. | Ed.D. | 1986 |
| C. Gray | Adjunct | 1.00 | B.S. | B.S. | 2000 |
| P. Rosen | Adjunct | 1.00 | M.S. | M.S. | 2004 |

B. Evidence of regional/national reputation and ranking

Many of the professors in the MIS Department are involved with national and international organizations that bring much recognition to the department, SSB and OSU. We have nine professors (Amiri, Crossland, Dalal, Delen, Lau, G. Nord, J. Nord, Romano and Sharda) who serve on editorial boards of major academic journals, including an editorship. Many hold offices in national organizations (G. Nord, J. Nord, Romano, Sharda and Weiser) and key organizational roles in national and international academic conferences. Many are known nationally for specific research streams in decision support, data mining, network design, data security, sports in operations research, electronic commerce, virtual laboratories and enterprise systems.

Our faculty has also won numerous college and university-wide teaching awards (Wilson, Ireland, Kletke, Sarathy, Sharda and Weiser). Our innovative programs in information assurance and security, data mining, enterprise systems (SAP Alliance) and telecommunications management are known nationally and internationally. MSIS faculty leads these programs. We have many alumni throughout the region who are Chief Information Officers (CIO) and presidents of large and small technology companies. Businesses come from around the U.S. to hire our MIS and MSCS graduates.

C. Scholarly Activity.

We have attached the research activity for the MSIS faculty since 1999 in Appendix B, focusing only on publications, proceedings and presentations. For sake of space, we have not included other creative or intellectual work that may also be relevant to the category.

| | 2005 | 2004 | 2003 | 2002 | 2001 | 2000 | 1999 |
|----------------------|------|------|------|------|------|------|------|
| Publications | 37 | 18 | 19 | 22 | 17 | 11 | 21 |
| Proceedings | 0 | 10 | 21 | 21 | 17 | 8 | 14 |
| Presentations | 1 | 13 | 15 | 17 | 19 | 16 | 17 |

The above table is a numerical list of the output of the department over the past five years. There are many factors that may influence year-to-year results (sabbaticals, retirements, etc.) and it is also worth noting that four of the professors in the department have heavy administrative loads (the Associate Dean, Department Head and the directors of the two Masters programs – MIS and MSTM). If you consider the trend of three-year moving averages, the MSIS faculty has produced a three-year average of 16.3, 16.7, 19.3, and 19.6 articles per year during the last four years. The year 2005, our third year as a department, is shaping up to be a banner year. Thirty-seven papers have already been accepted that have not yet appeared in print. This is an amazing number and perhaps indicative of the success in implementing aspects of the departmental strategic plan with its increased focus on quality research, the abatement of enrollment crunches felt through 2002-2003, and the use of external monies from companies like ConocoPhillips to help foster increased faculty travel and research support.

D. Assessment of student achievement of expected learning outcomes for each degree program.

For the MIS programs, student outcomes are assessed frequently and thoroughly. Written examinations, case studies, papers and presentations provide traditional outcome assessments. Annual surveys, placement activities, employer feedback and interaction with industry partners provide other forms of feedback as well.

In the current assessment plan for the SSB, the undergraduate programs use two formal methodologies – The OSU Survey of 2004 SSB Alumni and the EBI Satisfaction Surveys for Undergraduate Students. For example, 253 alumni of the MSIS program were surveyed in the 2003-2004 assessment plan. For the same year, 37 undergraduate MIS majors participated in the EBI satisfaction survey administered in the BADM 3513 class. The results are summarized in sections E and F.

E. Overview of results from program outcomes assessment.

Based on the recent assessments, MIS students express the view that they have had an overall good academic experience with the undergraduate MIS program. They also indicate that if they could start again they would, in fact, choose the same major.

It is also interesting to note that the students felt strongly that their undergraduate classes provided significant emphasis on mental activities such as memorizing, analyzing, synthesizing, making judgments and applying theories or concepts to practical problems. Results for the MIS respondents mirrored that of the overall SSB students (no significant differences).

F. Feedback from program alumni/documentated achievements of program graduates.

The survey targeted 253 alumni of undergraduate MSIS program who received their baccalaureate degree in 1998 (91 graduates) or 2002 (162 graduates). The overall response rate

was 36 percent (29.7 percent and 39.5 percent for 1998 and 2002, respectively). Most of the alumni seem to be “very” satisfied with the overall educational experience at OSU in both years. However, the percentage of “very” satisfaction has declined from 56 percent in 1998 to 53 percent in 2002, as alumni seem to be “satisfied” rather than “very” satisfied in 2002. The results from common and specific SSB questions are described as follows.

In general, most of the 1998 and 2002 MSIS alumni trend was to work at large corporations (64 percent and 55 percent for 1998 and 2002, respectively), to not pursue a graduate degree (82 percent and 78 percent), to feel that their current work is highly related to their OSU major (72 percent and 51 percent), and to seem “very” satisfied with the quality of instruction received in their major (52 percent and 61 percent). The 2002 alumni seem to be “very” satisfied with the academic advising received in their major (higher than that of 1998: “somewhat satisfied”).

For some specific SSB questions, we conclude that most of the 1998 and 2002 MSIS alumni seem to be satisfied with the amount of useful knowledge transmitted by the SSB, the overall teaching effectiveness received from both SSB professors and graduate teaching associates, and the reputation of the SSB as seen by others. Most of the 1998 and 2002 alumni feel that their personal qualities are “very” important. The 2002 alumni feel that their internship is “very” important (higher than that of 1998: “important”) and the reputation of their major department is “important” (higher than that of 1998: “neutral”). However, the 2002 alumni feel that the services received from SSB Career Services are “not at all” important (lower than that of 1998: “very important”).

In general, it appears that the MSIS program quality is meeting expectations of our graduates. Work continues on developing further assessment plans for the SSB for 2005 and beyond.

CRITERION VI **Program Demand/Need**

A. Occupational Manpower Demand

B. Societal Needs for the Program

The explosion of information technology and its impact on society continues. There is a need to further educate all college graduates on the importance and applicability of technology to foster economic development.

The Occupational Outlook Handbook (2004-2005 Edition) produced by the U.S. Department of Labor, Bureau of Labor Statistics, provides some interesting insight into the demand for MIS majors in the future. In this handbook, occupational job growth (and decline) is studied and projected for 2002-2012. In the book, it is forecasted that professional and related occupations will grow the fastest and add more new jobs than any other major occupational group. About three-quarters of the job growth in this area will come from three groups of professional occupations, one of which is computer and mathematical operations.

Management, business and financial occupations are projected to increase by 15.4 percent by 2012. Among managers, the number of computer and information systems managers is projected to grow the fastest, by 36.1 percent.

Finally, this same publication forecasts the top 20 fastest growing occupations over the next decade. Computer occupations (using the titles network systems and data communications analysts, computer software engineers, database administrators and computer systems analysts) will make up five of the top 20 jobs. Ten of the other 20 are health care related, while the other five include other “non-business” areas (veterinarians, aerobic instructors, hazardous waste workers, etc.). The computer-related occupations mentioned above require at least a BS in MIS, if not an advanced degree. Clearly, the future growth potential of this major remains high.

CRITERION VII Program Duplication

A. Identify other degree programs at OSU with similar titles or functions.

There are no other programs with similar titles or functions.

B. For other similar programs, describe how each degree fulfills unique student needs.

N/A

Summary and Recommendations

A. Strengths

- MSIS Faculty
 - Highly motivated and skilled
 - Diverse and relevant technical, cutting-edge talents
 - Excellent classroom teachers, students receive top notch state-of-the-art hands-on instruction
 - Nationally recognized scholars
 - Collegial and collaborative within the MSIS Department, SSB and OSU (e.g., interdisciplinary research projects/institutes, etc.)
 - Service excellence – to the student (award-winning teachers and advisers), to the University (leadership positions, Faculty Council), to the community (various leadership roles), and to the profession (home department for *JCIS*, other editorial positions, etc.).
 - Commitment to continuous improvement – necessary in leading edge, technology focused programs such as MIS.
- History of steady stream of funded research, quite unique to business colleges.
- Experience and excellence in distance-learning course delivery
- Unique interdisciplinary ‘niche’ graduate programs
 - M.S. in Telecommunications Management – spans three colleges
 - M.S. in MIS– spans multiple departments

- Many new initiatives, due to July 2002 creation of the MSIS Department
 - Establishment of the Institute for Research in Information Systems (IRIS)
 - Establishment of the Center for Research in Telecommunications and Network Security (CTANS).
 - Regular departmental newsletter for alumni
 - Support of the annual Big XII MIS Symposium
 - SPIRIT Summit – March 2005
 - New program options in Information Assurance, Data Mining, Enterprise Systems
 - Establishment of the ConocoPhillips Advanced System Lab

B. Areas for Improvement

- 1) Faculty salary issues – we suffer, as do most departments in the college, from severe compression and inversion issues. This has a negative impact on morale.
- 2) Begin marketing campaign for undergraduate students – the decline in the number of undergraduate students allows us to be more at capacity rather than overflowing; however, we need to make sure that ‘the word’ gets out to potential students about the very strong job prospects for the next decade for MIS majors.
- 3) New department; still working on identity. Most departments in the SSB have been in existence for 30+ years – we are completing our third. We continue to work on redefining our niche and objectives that focus on our pursuit of national prominence.

C. Recommendations for Action

The single most important action is a substantial implementation of the assessment recommendations of the OSU Assessment Council and the strategic management objectives of AACSB-International Standards of Accreditation. The need for continuous evaluation and updating of program content remains critical. The three issues in item B above are worthy of consideration.

During the MSIS Department’s existence in the SSB, we have annually set out our strategic objectives for the year and will soon embark with the other departments on a more formal strategic planning process that will also update plans each year. From the most recent planning process, the pertinent goals, objectives and strategies previously outlined are shown in the next section as the five-year goals for the program.

D. Five-year goals for the program.

Goals and Critical Success Factors are listed as they related to the entire department. Strategic goals related to the programs graduate programs are not listed.

Goal One: Enhance faculty/department recognition in scholarship in conjunction with the Institute for Research in Information Systems and the Center for Telecommunications and Network Security.

Critical Success Factors (measures the degree of success over the next five years):

- One journal article (yearly average) in the Dean’s List journals
- Four journal articles (yearly average) in the Departmental ‘A’ list journals
- Twelve journal articles (yearly average)

- \$250,000 of external funding (yearly average)
- Host one national meeting in the next five to seven years
- Host three regional/local academic conferences/symposiums in the next three years
- Active in professional organizations, officers, etc.
 - Three conference track/mini-track chairs
 - One national officer in professional organizations
 - One journal editorship/senior/area/departamental editorship
 - Four editorial board memberships/associate editorships

Goal Two: Implement program improvements and innovations for the undergraduate Management Information Systems and Management Science Computer Systems programs.

Critical Success Factors (measures the degree of success over the next five years):

- Have 30 student members of the Association of Information Technology Professionals student organization by Spring 2006
- Have 10 Management Information Systems Advisory Group members by Spring 2006
- Fund two undergraduate Management Information Systems students in a ‘research program’ by Fall 2006
- Develop one new area of specialization
- Hire one additional faculty to support initiatives at the undergraduate level
- Fund a new Advanced System Development Lab (approximately \$150,000) for Management Information Systems students, including assistantships and work study opportunities

Goal Three: Increase stakeholder/peer recognition.

Critical Success Factors (measures the degree of success over the next five years):

- Appearance on specialized Top 50 list of Management Information Systems departments by 2008
- Increase number of individual department excellence fund contributions by 10 percent annually
- Increase the number of extension and outreach programs each year by 10 percent

Appendix A

External Grants, Contracts and Gifts Awarded to Faculty

Sponsored Research Agreements Awarded to MSIS Faculty (2000-2004)

| Year | Faculty | Title | Agency | Amount |
|------------|--------------------------------|--|-----------------------------------|--------------|
| 2000 | Dalal et al. | A User-Oriented Framework for Process and Performance Modeling of Enterprise Systems | National Science Foundation (NSF) | \$499,282.00 |
| 2000 | Sharda, Weiser | Computer-Aided Technology Transfer | Defence Logistics Agency | \$304,477.49 |
| 2001 | Weiser | Design and implement a leading edge telecommunications teaching lab | Williams Communication Group | \$750,000.00 |
| 2001 | Sharda, et al. | Finding Common Ground: A National Exercise in Hard Choices | U.S. Department of Education | \$196,338.54 |
| 2001 | Sharda | Assistance in Development and Maintenance of Selected Websites | HyperNet Solutions Inc. | \$2,800.00 |
| 2001 | Sharda, Weiser | Computer-Aided Technology Transfer | Defence Logistics Agency | \$197,340.75 |
| 2002 | Sharda, Weiser, Romano, et al. | Telecommunications Virtual Laboratory Development (joint with EN-02-RS-120) | U.S. Department of Education | \$350,000.00 |
| 2002 | Sharda | Computer-Aided Technology Transfer | Defence Logistics Agency | \$23,983.18 |
| 2003 | Romano | PHASE II Project Collaboration (joint with EI-03-RS-710/EN-03-RS-707) | Altech Services, Inc. | \$17,404.00 |
| 2003 | Weiser | Externship for Select Web Applications | iTradeFair.com | \$6,350.00 |
| 2003 | Sharda | CATT 8.0 Management & Assessment (joint with GU-03-RS-701) | Sverdup Technology, Inc. | \$22,624.46 |
| 2003 | Sharda | An Externship for Assistance in Development and Maintenance of Selected Applications | RealeStudios.com | \$6,466.00 |
| 2003 | Sharda | COEITT Portion of the DOE Grant | US Dept. of Education | \$48,700.00 |
| 2004 | Delen | COEITT Domain leader grant | COEITT | \$15,000.00 |
| 2004 | Sharda, Sarathy, Delen | FY 2003 Congressionally-Directed Grant for COEITT (joint with TL-04-RS-046) | U.S. Department of Education | \$50,000.00 |
| 2004 | Sharda | Computer-Aided Technology Transfer | EREDF | \$6,000.00 |
| 2001- 2003 | Weiser,et al. | Virtual Lab - Design, develop, and test methods and modules for remote access | Southwestern Bell Corporation | \$150,000.00 |
| 2003 -2004 | Sharda | Service as COEITT/OSU Collaborative Research Associate Director | COEITT | \$70,828.42 |

TOTAL \$2,717,594.84

Appendix B
Record of Significant Scholarly, Artistic and/or Creative Work

| Name and Type of Scholarly, Artistic and/or Creative Work | Program Faculty | Year |
|--|------------------------------------|------|
| Publications | Dr. Jeretta Horn Nord | |
| "An Investigation of the Impact of Organization Size On Data Quality Issues," Journal of Database Management, forthcoming. | | 2005 |
| "A Case Study of Mobile Commerce Infrastructure and Decisions," International Journal of Mobile Communications, forthcoming. | | 2005 |
| "Key Issues of Accounting Information Quality Management: Australian Case Studies," Industrial Management and Data System, 103 (7), 2003. | | 2003 |
| "Analyzing Behavior Patterns of Internet Consumers through Database Integration," Journal of International Technology and Information Management, 11(1), Spring, 2002. | | 2002 |
| "Propeller Heads – Handle with Care: Improving the IT-Business Relationship through Cultural Awareness," Journal of Information Systems in Developing Countries, 7 (1), 2002. | | 2002 |
| "Data Quality Issues in Implementing an ERP," Industrial Management and Data Systems, 102 (1), 2002. | | 2002 |
| "Information Systems Technology: An Assessment of Corporate Knowledge Requirements," Failure and Lessons Learned in Information Technology Management, 3(4), 1999. | | 1999 |
| | Dr. Nicholas C. Romano, Jr. | |
| Computer-Supported Collaborative Learning Requiring Immersive Presence an Introduction " <u>Information Systems Frontiers</u> " Forthcoming. | | 2004 |
| "Foundation for the study of Computer Supported Collaborative Learning Requiring Immersive Presence" <u>Journal of Management Information Systems</u> . Forthcoming. | | 2004 |
| "E-relationship marketing: changes in traditional marketing as an outcome of electronic customer relationship management." <u>Journal of Enterprise Information Management</u> 17(6): 410-415. | | 2004 |
| "Emergent Internet Technology Applications for Relationship Marketing: A Customer-Centered View." <u>Journal of Relationship Marketing</u> (2:3-4), pp. 85-108. 2003. | | 2003 |

| | | |
|--|--------------------------|------|
| A Methodology for Analyzing Web-Based Qualitative Data. <u>Journal of Management Information Systems</u> , 19, 4, Spring 2003, 215–248. | | 2003 |
| Electronic Commerce Customer Relationship Management: A Research Agenda. <u>Information Technology and Management</u> , 4, 2/3, 2003. 233–258. | | 2003 |
| Electronic Customer Relationship Management Revisiting the General Principles of Usability and Resistance: An Integrative Implementation Framework. <u>Business Process Management Journal</u> , 9, 5, 2003 572-591. | | 2003 |
| Customer Relationship Management for the Web-Access Challenged: Inaccessibility of the Fortune 250 Business Web sites. <u>International Journal of Electronic Commerce</u> , 7, 2, Winter 2002-03, 81-117. | | 2003 |
| Increasing Intellectual Bandwidth: Generating Value from Intellectual Capital with Information Technology. <u>Group Decision and Negotiation</u> 11(2 (March)): 69-86. | | 2002 |
| Customer Relationship Management Research: An Assessment of Research, <u>International Journal of Electronic Commerce</u> , 6 (3), (Winter) 2001-2002, pp. 59-111. | | 2002 |
| Training in the E-Commerce Era: Some Considerations for Computer Mediated Instruction. <u>Journal of e-Commerce and Psychology</u> , March 2001, pp. 40-59. | | 2001 |
| | Dr. G. Daryl Nord | |
| “E-Monitoring in the Workplace: Privacy, Legislation, and Surveillance Software,” <u>Communications of the ACM</u> , forthcoming. | | 2005 |
| “An Investigation of the Impact of Organization Size on Data Quality Issues,” <u>Journal of Database Management</u> , forthcoming. | | 2005 |
| “A Case Study of Mobile Commerce Infrastructure and Decisions,” <u>International Journal of Mobile Communications</u> , forthcoming. | | 2005 |
| “Key Issues of Accounting Information Quality Management: An Australian Case Study,” <u>Industrial Management and Data Systems</u> , Volume 103, Number 7, 2003. | | 2003 |
| “Analyzing Behavior Patterns of Internet Consumers through Database Integration,” <u>Journal of Information Technology and Information Management</u> . | | 2002 |
| “Data Quality Issues in Implementing an ERP,” <u>Industrial Management and Data Systems</u> . Volume 102, Number 1, 2002. | | 2002 |
| “Propeller Heads – Handle with Care: Improving the IT-Business Relationship through Cultural Awareness,” <u>The Electronic Journal on Information Systems in Developing Countries</u> , Volume 7, Number 6, 2001. | | 2001 |
| | | |

| | Dr. Hon-Shiang Lau | |
|---|---------------------------|------|
| "A Critical Study of the Various Plausible Inter-Echelon Gaming Processes in Supply Chain Models," <u>Journal of the Operational Research Society</u> . Forthcoming. | | 2005 |
| "A Cost Allocation Model for Random-Variable Functions," <u>Journal of Cost Analysis and Management</u> .Forthcoming. | | 2005 |
| "Considering Asymmetrical Manufacturing Cost Information in a Two-Echelon System that Uses Price-Only Contracts," <u>IIE Transactions</u> . Forthcoming. | | 2005 |
| "A Finite Horizon Lot Sizing Problem with Time-Varying Deterministic Demand and Waiting-Time Dependent Partial Backlogging," <u>International Journal of Production Economics</u> , 2004, Vol. 91(2), 109-119. | | 2004 |
| "A Balancing Problem for Mixed Model Assembly Lines with a Paced Moving Conveyor," <u>Naval Research Logistics</u> , 2004, Vol. 51, 446-464. | | 2004 |
| "Some Two-Echelon Supply-Chain Games: Improving from Deterministic-Symmetric- Information to Stochastic-Asymmetric-Information Models," <u>European Journal of Operational Research</u> , 2004, Vol. 161(1), 203-223. | | 2004 |
| "Comparative Normative Optimal Behavior in Two-Echelon Multiple-Retailer Distribution Systems for a Single-Period Product," <u>European Journal of Operational Research</u> , Vol. 144(3), 659-676. | | 2003 |
| "Comparative Normative Optimal Behavior in Two-Echelon Multiple-Retailer Distribution Systems for a Single-Period Product," <u>European Journal of Operational Research</u> , Vol. 144(3), 659-676. | | 2003 |
| "Non-Robustness of the Normal Approximation of Lead-Time Demand in a (Q,R) System," <u>Naval Research Logistics</u> , 2003, Vol. 50, 149-166. | | 2003 |
| "A New Variable Production Scheduling Strategy for Deteriorating Items with Time-Varying Demand and Partial Lost Sale," <u>Computers & Operations Research</u> , Vol. 30, 1753-1776. | | 2003 |
| "The Effects of Reducing Demand Uncertainty in a Manufacturer-Retailer Channel for Single-Period Products," <u>Computers & Operations Research</u> 2002, Vol. 29(11), 1583-1602. | | 2002 |
| "A Comparison of Different Methods for Evaluating the Average Inventory Level in a (Q,R) System with Backorders," <u>International Journal of Production Economics</u> 2002, Vol. 77(2), 173-185; corrected version republished in Vol. 79(3), 303-316. | | 2002 |
| "Convenient Expressions for Computing the Exact Annual Cost of a Continuous-Review (Q,R) System with Backordering," <u>Journal of the Operational Research Society</u> , 2002, Vol. 53, 655-663. | | 2002 |

| | | |
|--|---------------------------|------|
| "Degeneracy in Inventory Models," <u>Naval Research Logistics</u> , 2002, Vol. 49(7), 686-705. | | 2002 |
| "Reply to Jaber and Bonney on the Optimal Lot Sizing Model Considering the Bounded Learning Situation," <u>Journal of the Operational Research Society</u> 2001, Vol. 52(5), 590-591. | | 2001 |
| "Some Two-Echelon Style-Goods Inventory Models with Asymmetric Market Information," <u>European Journal of Operational Research</u> 2001, Vol. 134(1), 29-42. | | 2001 |
| "Pricing/Inventory Decisions and Profit Shares in a Non-Integrated Marketing Channel for a Single-Period Product," <u>Journal of the Operational Research Society</u> , Vol. 52, 682-690. | | 2001 |
| "An Economic Lot-Size Model for Deteriorating Items with Lot-Size Dependent Replenishment Cost and Time-Varying Demand," <u>Applied Mathematical Modelling</u> , Vol. 24, 761-770. | | 2000 |
| "A Comparison of Procedures for Estimating the Parent Probability Distributions from a Given Set of Fractiles," <u>European Journal of Operational Research</u> , 2000, Vol. 120(3), 657-670. | | 2000 |
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| "An Integrated Toolkit for Enterprise Modeling and Analysis," 1999 Winter Simulation Conference, Phoenix, AZ. 289-298. | | 1999 |
| "A Truly Integrated Enterprise Modeling and Analysis Toolkit," 4 th Annual International Conference on Industrial Engineering Theory, Applications and Practice, San Antonio, TX. 501-512. | | 1999 |
| "An Intelligent Assistant for Optimization Modeling," Industrial engineering Research Conference, Phoenix, AZ. | | 1999 |
| | Dr. Ali Amiri | |
| "Designing Partially Survivable Cellular Telecommunications Networks", with Syam Menon. The proceedings of INFORMS Conference on Information Systems and Technology, San Jose, California, November 17-20, 2002. | | 2002 |
| "Internet Banner Advertisement Scheduling via Lagrangean Decomposition," INFORMS Conference on Information Systems and Technology, Miami, November 4-7, 2001. | | 2001 |
| "Telecommunication Networks: Challenges and Changes," 2000 Americas Conference on Information Systems | | 2000 |

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| (AMCIS 2000) organized by Association for Information Systems, Long Beach, California, August 10th - 13th, 2000. | | |
| "Configuration of Distributed Database Systems with Backup Service and Response Time Guarantees," INFORMS Conference on Information Systems and Technology, Cincinnati, May 2-5, 1999. | | 1999 |
| | Dr. Nikunj (Nik) Dalal | |
| Invited panelist at FOCUS 2002, Supply Chain Management – Integrating Theory and Practice. | | 2002 |
| "The Emotional Side of Web Pages," Decision Sciences Institute, Greece, July 1999. | | 1999 |
| | | |
| Name and Type of Scholarly, Artistic and/or Creative Work | Program Faculty | Year |
| Presentations | Dr. Jeretta Horn Nord | |
| "A Model for Optimizing IS Research," Annual Information Technology Conference, CATI 2004, Sao Paulo Brazil, June 22-25, 2004. | | 2004 |
| "IS Publications: Identifying Top Ranked Journals," ISOneWorld, Las Vegas, Nevada, April 14-16, 2004. | | 2004 |
| "An Editor's Perspective on Research Publications," Federation of Business Disciplines—Southwest Decision Sciences Institute Conference (SWDSI), Orlando, Florida, March 3-5, 2004. | | 2004 |
| "A Global View of the Status of Electronic Business/Electronic Commerce in Collegiate Schools of Business—a U.S. Perspective," European Conference on Information Systems (ECIS), Bled, Slovenia, June 27-29, 2001. | | 2001 |
| "Curriculum Matters in Information Systems—The Emerging Field of Electronic Commerce, Australasian Conference on Information Systems 2000, December 2000. (Panel presentation/discussion). | | 2000 |
| "IT Publishing," Faculty Research Seminar at The University of Southern Queensland, Australia, September 2000. | | 2000 |
| "Information Systems Technology via Distance Education, 5 th International Conference of the Decision Sciences Institute, Athens, Greece, July 1999. | | 1999 |
| | Dr. Nicholas C. Romano, Jr. | |
| University of Arizona MIS Department's 30 th anniversary Conference. November 3-6, 2004, Meeting Metrics and Virtual Teamwork. | | 2004 |
| Invited Presenter at Arizona State University, CSCLIP Psychomotor Learning Lab Summer March 12, 2004. | | 2004 |
| Web site accessibility: A survey of associations, organizations and conferences, at the ISOneWorld Conference, Las Vegas Nevada, April 2002. | | 2002 |
| "Customer Relationship Management for the Web-Access Challenged: Inaccessibility of the Fortune 100 Business Web Sites," in J. Ralph H. Sprague, Proceedings of Thirty-Fifth Annual Hawaii International Conference on Systems Sciences, Kona, HI, 2002 | | 2002 |

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| "Collaborative Project Management Software," in J. Ralph H. Sprague, Proceedings of Thirty-Fifth Annual Hawaii International Conference on Systems Sciences, Kona, HI, 2002. | | 2002 |
| "An agenda for electronic commerce customer relationship management research" at the Seventh Annual America's Conference on Information Systems, Boston, MA, USA, August 2001. | | 2001 |
| "Increasing Intellectual Bandwidth: An Integrated Framework Of KMST And CST," in G.-J. de Vreede, and Ackermann, Fran, Proceedings of Group Decision and Negotiation Conference 2001, La Rochelle France | | 2001 |
| "A Framework for Collaboration and Knowledge Management," in R. H. Sprague, Jr., Proceedings of the Thirty-Fourth Annual Hawai'i International Conference on System Sciences, Maui, HI, 2001. | | 2001 |
| "Customer Relationship Management Research: An Assessment of Sub Field Development and Maturity," in J. Ralph H. Sprague, Proceedings of Thirty-Fourth Annual Hawaii International Conference on Systems Sciences, Maui, Hawai'i, 2001. | | 2001 |
| "Meeting Analysis: Findings from Research and Practice," in R. J. Sprague, Proceedings of 34th annual Hawaii International Conference on System Sciences, Maui, HI, 2001. | | 2001 |
| Customer Relations Management in Information Systems Research, at Fifth Annual America's Conference on Information Systems (AIS 2000), Longbeach, California, August 10-13, 2000. | | 2000 |
| The MindMine Comment Analysis Tool for Collaborative Attitude Solicitation, Analysis, Sense-Making and Visualization, at the Thirty-Third Hawai'i International Conference on System Sciences (HICSS), January 3-7 2000. | | 2000 |
| Presented Paper Distributed Facilitation and Participation: Field Action Research, 32nd Hawaii International Conference on System Sciences, January 1999. | | 1999 |
| Presented Paper Collaborative Information Retrieval, an Early Study of Team Internet Searches, 32nd Hawaii International Conference on System Sciences, January 1999. | | 1999 |
| | Dr. G. Daryl Nord | |
| "IT/MIS Publishing," National Sun Yat-Sen University Department of Information Management, Kaohsiung, Taiwan, R.O.C., January 3, 2002. | | 2002 |
| "MIS Research Directions," National Cheng Kung University Institute of Information Management, Tainan, Taiwan, R.O.C., January 8, 2002. | | 2002 |
| "Journal Publishing in MIS," National Chung Cheng University, Department of Information Management, Chia-Yi, Taiwan, R.O.C., January 10, 2002. | | 2002 |
| "Trends in Business Faculty Resources," International Association for Computer Information Systems Conference, Las Vegas, Nevada, October 2000. | | 2000 |
| "IT Publishing," Faculty Research Seminar at The University of Southern Queensland, Australia, September 2000. | | 2000 |

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| | Dr. Rathindra Sarathy | |
| Protecting Confidentiality in Data Mining – Some Perspectives, INFORMS Fall 2004 Meeting, Denver, October 24-27, 2004. | | 2004 |
| Why Multiply Impute when you can Sufficiently Perturb? INFORMS Fall 2004 Meeting, Denver, Oct. 24-27, 2004. | | 2004 |
| Secure and Useful Data Sharing - Some Approaches. INFORMS Fall 2003 Meeting, Atlanta, Oct. 19-22, 2003. | | 2003 |
| A Unified Approach for Measuring Identity and Value Disclosure. INFORMS Fall 2003 Meeting, Atlanta, Oct. 19-22, 2003. | | 2003 |
| Data Shuffling: A New Procedure for Masking Numerical Microdata. <u>NSF Workshop on Data Confidentiality</u> , sponsored by the National Science Foundation, Washington D.C. May 12-13. | | 2003 |
| From Noise Addition to Data Shuffling: The Past, Present and Future of Masking Techniques for Numerical Data. Invited seminar, Confidentiality and Data Access Committee, Bureau of Labor Statistics, Washington D.C. April 15, 2003. | | 2003 |
| Recent Advances in Perturbation Methods, Joint ECE/EUROSTAT Work Session on Data Confidentiality, Luxembourg, April 2003. | | 2003 |
| The Data Shuffle: A New Masking Procedure for Numerical Data, the Eighth INFORMS Computing Society Conference, Chandler, Arizona, January 8-10, 2003. | | 2003 |
| Complete Access, Data Utility, and Privacy are NOT Always Mutually Exclusive, Association of Public Data Users Annual Conference, Washington D.C., October 2002. | | 2002 |
| The Two Step Data Shuffle: A New Masking Procedure. Invited seminar, Census Bureau, Washington D.C. May 20, 2002. | | 2002 |
| A Theoretical Basis For Perturbation Methods, Southeast Decision Sciences Institute Conference, Hilton Head, February 2002. | | 2002 |
| Preserving Confidentiality: Swapping and Perturbation, INFORMS Fall 2001 Meeting, Miami, November 4-7, 2001. | | 2001 |
| Examining the Diffusion of Distributed Database Technology, INFORMS Fall 1999 Meeting, Philadelphia, November 7-10, 1999. | | 1999 |
| Performance of Genetic Algorithms in Classification Problems- An Investigation, INFORMS Meeting, Cincinnati, May 2-5, 1999. | | 1999 |
| | Dr. Ramesh Sharda | |
| “An Analysis of Email Response Policies Under Different Arrival Patterns,” INFORMS Computing Society Meeting, 2005. | | 2005 |
| “Decision Support for Diversity in Supplier Procurement Through a Virtual Trade Fair,” DSI Meeting, Boston, 2004. | | 2004 |
| “Issues in Internet Based Research,” Institutional Review Board, Oklahoma State University, 2004. | | 2004 |

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| "Beyond Spam: OR/MS Modeling Opportunities for E-mail Response Management," APMOD 2004, London, UK. | 2004 |
| "Model-Driven Decision Support Systems: Research Needs and Directions," AIS SIGDSS 2003Pre-ICIS Workshop Program. | 2003 |
| "Collaboration Opportunities between Oklahoma and India," Indo-American Chamber of Commerce of Oklahoma (IACCO). | 2003 |
| "A Stochastic Programming Approach to managing E-mail Overload," INFORMS Computing Society Meeting, January 2003. | 2003 |
| "Virtual Trade Fairs: An Emerging Internet Application," Japan-US Joint Seminar on E-business and I-business, Niigata and Tokyo, Japan, August 2002. | 2002 |
| "Visualization and Test Data Mining," INFORMS Meeting, Miami, November 2001. | 2001 |
| "Trials and Tribulations of a Dot Com (Academic) Entrepreneur," ATiB Conference, Oakland University, Oakland, October 2001. | 2001 |
| "Philosophical Foundations of Decision Support Systems," Panel, AMCIS Meeting, Boston, August 2001. | 2001 |
| "A Conceptual Framework for Computer Supported Collaborative Learning Requiring Immediate Presence (CSCLIP)," AHRD Meeting, Tulsa, February/March 2001. | 2001 |
| "Information Systems Under Internet/Web-based Environments: e-Learning and Instruction," DSI Meeting, Orlando, November 2000. | 2000 |
| "Network Security and the Business Value-Chain: Past, Present and Future," INFOMRS Meeting, San Antonio, November 2000. | 2000 |
| "Coordinating Technologies for Knowledge Management in Virtual Organizations," AI WORC Meeting, Buffalo, April 2000 | 2000 |
| "New Generation of Interdisciplinary Graduate Programs: Our Experiences with a new MS in Telecommunications Management Program," INFORMS Meeting, Cincinnati, May 1999. | 1999 |
| "An Overview of Visualization Technologies for Knowledge Networks," INFORMS Meeting, Philadelphia, November 1999. | 1999 |
| "Management of Information Systems through a Fisheye View," INFORMS Meeting, Philadelphia, November 1999. | 1999 |
| "Decision Support Software in the 21 st Century", Invited Panel Presentation, Decision Science Institute Meeting, New Orleans, November 1999. | 1999 |
| "An Overview of Visualization Technologies for Knowledge Networks," INFORMS Meeting, Philadelphia, November 1999. | 1999 |
| "Management of Information Systems through a Fisheye View," INFORMS Meeting, Philadelphia, November 1999. | 1999 |
| "Decision Support Software in the 21 st Century", Invited Panel Presentation, Decision Science Institute Meeting, New Orleans, November 1999. | 1999 |

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| | Dr. Mark Weiser | |
| "Critical Issues in Internet and Network Security." Americas Conference on Information Systems. August 2001. | | 2001 |
| "Telecommunication Networks: Challenges and Changes." Americas Conference on Information Systems. August 2000. | | 2000 |
| | Dr. Rick Wilson | |
| "Impact of Knowledge Structure on Data Mining Performance," Data Mining in Oklahoma Symposium, February 2004. | | 2004 |
| "Knowledge Structure and Data Perturbation Impact on Knowledge Discovery Tool Performance, 2003 Annual DSI Meeting. | | 2003 |
| "Extracting Knowledge From Perturbed Databases: Impact of Knowledge Structure and Discovery Tools", invited paper, INFORMS Fall Annual Meeting, 2003. | | 2003 |
| "Exploring Perturbation Impacts on Knowledge Discovery in Small Databases", invited paper, INFORMS Fall Annual Meeting, 2003. | | 2003 |
| "Decision Science Applications in Telecommunications Management", invited presentation, Bucknell University, October 2003. | | 2003 |
| "The BCS is a Mess: How to Use Decision Analysis to Fix it!" invited presentation, Bucknell University, October 2003. | | 2003 |
| "An Improved Measure of Schedule Strength for College Football," 2002 Annual Meeting of the Decision Sciences Institute. | | 2002 |
| "A Critical Analysis of the Bowl Championship Series (BCS)," invited lecture, Bucknell University, October 28, 2001. | | 2001 |
| "A Simulation of College Football," invited paper/session, 1999 INFORMS Annual Meeting, Cincinnati, May 1999. | | 1999 |
| | Dr. Chrwan-jyh (David) Ho | |
| "Develop an Effective Appointment Scheduling System to Reduce Patient Waiting Time in Public clinics," presented at 2001 DSI Annual Conference (November 2001) | | 2001 |
| "Develop an Effective Appointment Scheduling System to Reduce Patient Waiting Time in Public clinics," presented at 2001 DSI Annual Conference (November 2001) | | 2001 |
| | Dr. Ali Amiri | |
| "The Selection and Scheduling of Telecommunication Calls with Time Windows," EURO/INFORMS Conference, Istanbul, Turkey, July 5-11, 2003. | | 2003 |
| "Designing Partially Survivable Cellular Telecommunications Networks," with Syam Menon. INFORMS Conference on Information Systems and Technology, San Jose, California, November 17-20, 2002. | | 2002 |

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| "Multi-period Homing in Cellular Telecommunications Networks;" with Syam Menon. Presented at INFORMS Conference in San Jose, CA, November 17-20, 2002. | | 2002 |
| "Internet Banner Advertisement Scheduling via Lagrangean Decomposition," with Syam Menon. INFORMS Conference on Information Systems and Technology, Miami, November 4-7, 2001. | | 2001 |
| "Experiments with Branch & Price on the Capacitated Facility Location Problem with Single Sourcing," INFORMS Conference, Miami, November 4-7, 2001. | | 2001 |
| "Multiperiod Capacity Planning for the Telecommunication Network Design Problem". INFORMS conference, San Antonio, November 5-8, 2000. | | 2000 |
| "Telecommunication Networks: Challenges and Changes," 2000 Americas Conference on Information Systems (AMCIS 2000) organized by Association for Information Systems, Long Beach, California, August 10th - 13th, 2000. | | 2000 |
| "The Bandwidth Allocation and Packing Problem: Formulation and Efficient Solution Procedure". INFORMS conference, Philadelphia, November 7-10, 1999. | | 1999 |
| "The Impact of Communication Channel on the Satisfaction of Collaborative Software Development Teams," e-Business conference 1999, Kelly School of Business, Indiana University, October 22-23, 1999. | | 1999 |
| "Configuration of Distributed Database Systems with Backup Service and Response Time Guarantees". INFORMS Conference on Information Systems and Technology, Cincinnati, May 2-5, 1999. | | 1999 |
| | Dr. Nikunj (Nik) Dalal | |
| "Enterprise Systems Education," PeopleSoft Higher Education Users Group, March 2004, Orlando, FL. | | 2004 |
| "Issues in the Development of an Interactive Asynchronous Learning Course on Enterprise Systems," ISOneWorld, April 14-16, 2004, Las Vegas, NV. | | 2004 |
| "Framework Development for Process and Performance Modeling of Enterprise Systems," USP 2001-2002: Extending Enterprise Integration and Mobilization in the New Economy. | | 2002 |
| "An Integral Perspective of Information Systems," AMCIS, 2002, Dallas. | | 2002 |
| " The Application of XML-based Markup Languages in Enterprise Process Modeling," IERC, May 2002. | | 2002 |
| Invited presentation at FOCUS 2002, "The Development of Multimedia Instructional Materials on Enterprise Systems and Collaborative Commerce." | | 2002 |
| "Process-Modeling Techniques for Enterprise Analysis and Design: A Comparative Evaluation," IERC, May 2001. | | 2001 |
| "A Framework for Enterprise Process Modeling" 2001 NSF Grantees and Research Conference January 21, 2001, Tampa, Florida. | | 2001 |
| "Factors determining Preference for Home Pages," Internet Research 1.0: The State of the Interdiscipline The First Conference of the Association of Internet Researchers, September 14-17, 2000, Lawrence, Kansas. | | 2000 |
| "Preference for Home Pages and Web Design" Invited Research Presentation, the University of Oklahoma, Norman, | | 2000 |

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| April 7, 2000. | | |
| "Landscapes, Cyberspace, Advertising, and Preference for Home Pages," TechSIG track 2000 AMA International Conference, Buenos Aires, Argentina. | | 2000 |
| "Factors determining Preference for Home Pages," Internet Research 1.0: The State of the Interdiscipline The First Conference of the Association of Internet Researchers, September 14-17, 2000, Lawrence, Kansas. | | 2000 |
| "Preference for Home Pages and Web Design" Invited Research Presentation, the University of Oklahoma, Norman, April 7, 2000. | | 2000 |
| "Landscapes, Cyberspace, Advertising, and Preference for Home Pages," TechSIG track 2000 AMA International Conference, Buenos Aires, Argentina. | | 2000 |
| "Design Issues for Enterprise Information Portals," Research report submitted to J.D. Edwards, Summer 1999. | | 1999 |

End