

Timothy J. Olsen

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Vita last updated: November 12, 2011

1. Summary

Research Streams	(1) IT Management (Shared Services), (2) Micro-outsourcing, social computing (3) Social network facilitated learning
Dissertation	Title: <i>Realizing Shared Services: A Punctuated Process Analysis of a Public IT Department</i> Committee: Richard Welke, Lars Mathiassen, Wesley Johnson, Jeanne Ross (MIT) Defense Date: January 2012
Courses Recently Taught	Building IT-enabled Business Processes (Rating: 4.9/5) Defining and Innovating Business Processes (Rating 4.7/5)
Professional Experience	Temporary Instructor, Research Assistant, Marketing Consultant, IT Auditor, Web Developer, Network/Server Administrator
Service	Developed new courses on Business Process Management and paid crowdsourcing with colleagues from the University of Georgia
Academic Honors	GSU Dissertation Award, AOM/OCIS/AMCIS Doctoral Consortium, NITIM Doctoral Consortium.

2. Education

Degree	Major	Institution	Date
Ph.D.	Computer Information Systems	Georgia State University J. Mack Robinson College of Business Center for Process Innovation Atlanta, GA	January 2012
M.S.	Information Systems	Brigham Young University, Provo, UT	April 2007
B.S.	Information Systems	Brigham Young University, Provo, UT	April 2006

3. Research

3.1.1 Submitted Peer-Reviewed Research

1. **Olsen, T.** and Welke, R., "IT on the Offensive: The Process of Realizing IT as a Business Within a Business," *JMIS Special Issue on Governance*.
2. **Olsen, T.** and Welke, R., "A evolutionary stage model of IT shared services development." *Electronic Markets Special Issue on Shared Services*.
3. **Olsen, T.**, "Micro-outsourcing in China" Cross-Cultural Research in Information Systems (CCRIS), ICIS 2011, Shanghai, China.
4. **Olsen, T.**, "Orchestrating Micro-task Cloud Labor using Business Process Management Systems" *MIT Collective Intelligence Conference*

3.1.2 Working Papers (actively preparing for submission)

1. **Olsen, T.**, Welke, R., Mathiassen, L. "Realizing Shared Services: A Materiality Process Analysis of IT Corporate Function Unbundling" Target: *MISQ* (submit February 2012 – finalizing manuscript)
2. Carmel, E. Kaganer, E., **Olsen, T.**, Hirschheim, R. "Online Sourcing Marketplaces: An Industry Overview" Target: *To-be-determined* (submit December 2011 – adding additional data to manuscript)
3. **Olsen, T.**, "Micro-outsourcing: Using Cloud Labor for Information Systems Teaching, Research, and Publication." Target: *MISQ* (submit Spring 2012 – draft written).
4. Hirschheim, R., Carmel, E. Kaganer, E., **Olsen, T.** "The Third Phase of Outsourcing: Microsourcing" Target: *Sloan Management Review* (submit January 2012 – rough draft written)
5. **Olsen, T.**, Welke, R., Mathiassen, L. "Lessons learned from an IT Shared Services Implementation" Target: *MISQ-E* (submit December 2011 – finalizing manuscript).
6. **Olsen, T.**, "An Open, Anonymous and Free e-Health Platform for Mobile Medical Diagnosis" Target: *MIT Collective Intelligence Conf. / EJIS* (November 2011 – research in progress, draft written).
7. **Olsen, T.**, Huang, R. "A Comparison Between a Failed and Successful Shared Service Implementation" Target: *EJIS/Information & Organization* (submit Spring 2012 – rough draft written)
8. **Olsen, T.**, Sun, Y. "Cultural Patterns in the Structural Evolution of the largest English and Mandarin Online Sourcing Marketplaces" Target: *JIBS/JMIS* (submit Spring 2012).
9. **Olsen, T.**, "Using Micro-outsourcing as a Method for Establishing Inter-rater Reliability" Target: *AOM/JAIS* (submit Spring 2012).

3.1.3 Peer-Reviewed Conference Articles and Proceedings

1. **Olsen, T.** "Workflow Management of Microsourced Tasks Using a Business Process Management System (BPMS)" CrowdConf, San Francisco, November 2011.
2. **Olsen, T.**, Bostrom, B., Marjanovic, O., Welke, R. "Teaching 21st Century BPM and BPMS" AMCIS, Detroit, Michigan, August 2011.
3. **Olsen, T.** "Incorporating Crowdsourcing into Business Processes", CSCW 2011, March 19–23, 2011, Hangzhou, China.
4. **Olsen, T.** and Welke, R., "Moving Towards IT as a Shared Service," in (presented at the Society for Information Management Academic Workshop, St. Louis, Missouri, 2010).
5. **Olsen, T.**, and Welke, R. "Composing Adaptive and Scalable IT Shared Services," Proceedings of SIGSVC Workshop. Sprouts: Working Papers on Information Systems, ICIS, 2010.
6. **Olsen, T.**, "The Execution of a Business Process in the Cloud," 20th Workshop on Information Technologies and Systems (WITS 2010), ICIS St. Louis, Missouri, December 11-12, 2010.
7. **Olsen T.**, and Mathews, K., "A Micro-labs Design: Informal Learning in a Social Networked Setting," in (presented at the International Academy for Information Management Conference, St. Louis, Missouri, 2010).
8. **Olsen et al.**, "Collaborative and Open Technologies and their Impact on Information Systems Instruction," AMCIS 2010 Proceedings (August 1, 2010).

9. **Olsen, T.**, “Transcending IT Management Traditions: from Technology- to Service-oriented Management”, March 2009, Southern Association for Information Systems, Atlanta, Georgia.
10. **Olsen, T.**, “The UnCourse Design: Informal Learning in the University Environment,” DESRIST Doctoral Consortium, Malvern, PA, 2009).
11. **Olsen, T.** and Welke, R., “Learning Styles as Predictors of Problem-Based Learning satisfaction in the Information Systems Classroom,” in (presented at the International Academy for Information Management Conference, Paris, France, 2008).
12. Markham, S. and **Olsen, T.**, “Understanding the Effectiveness of Problem-based Learning through the Lens of Boundary Objects,” in (presented at the International Conference on Frontiers in Education: Computer Science and Computer Engineering, Las Vegas, Nevada, USA, 2008).

3.1.4 Ph.D Dissertation

Olsen, T. “Realizing Shared Services: A Punctuated Process Analysis of a Public IT Department”

Abstract

We outline a research investigation of a public IT department’s (Public-IT-Unit) realization of shared services with the intent to improve the transparency of its value proposition to their stake holders. We utilize a contextual approach, couched in a critical realist process study, to understand how shared IT service delivery was realized and to offer lessons to managers considering enacting similar changes. We seek to contribute to the ongoing academic discussion of how concepts developed in the services marketing literature can be used to manage IT service delivery. To organize the study we use Pettigrew’s framework for studying organizational change, emphasizing the *content*, *context*, and *process* of the change effort. We consider the *content* to be focused on IT service delivery and service-orientation. The *context* is taken into account through an organization-centric analysis of the structures, people, management practices, and technical systems that shaped, and was shaped, throughout the effort. Finally, the realization *process* is analyzed using a punctuated socio-technical process model based on both a narrative and visual mapping strategy.

Proposal Defense Date: 30 July 2010

Dissertation Defense Date: January 2012

Dissertation Advisers: Richard Welke, Lars Mathiassen

Dissertation Committee:

- Richard Welke, Chair
- Lars Mathiassen, co-Chair
- Jeanne Ross, Massachusetts Institute of Technology
- Wesley Johnson, Marketing, Georgia State University

4. Academic Work Experience

Instructor for CIS 4140 (Implementing IT-facilitated Business Processes) Spring 2011. 18 Students, Rating: 4.9/5. Georgia State University. (This is a follow-on course to the one below. Topics include: process automation, model driven execution (MDE), cloud integration, web services (REST/SOAP), micro-outsourcing, process monitoring, business intelligence, Amazon Mechanical Turk, Amazon Web Services EC2)

Instructor for CIS 4120 (IT-enabled Business Process Management) Spring 2011. 30 Students, Rating: 4.7/5. Georgia State University. (Topics include: defining business services, processes/metrics, process discovery, process modeling, process innovation, business process management notation (BPMN), business process management systems (BPMS), complex event processing, and business rules/rules engines, Amazon Web Services EC2)

Instructor for CIS 4120 (IT-enabled Business Process Management) Fall 2010. 28 Students, Rating: 4.4/5. Georgia State University.

Instructor for CIS 4120 (IT-enabled Business Process Management) Spring 2010. 26 Students, Rating: 4.9/5. Georgia State University.

Teaching Assistant, CIS 4120 and CIS 4140 under the direction of Dr. Richard Welke, Director Center for Process Innovation, Information Systems, Georgia State University (Atlanta, August 2007 – December 2009)

Research Assistant for Dr. Nick Ball, Professor of Information Systems, Marriott School of Management, Brigham Young University (Provo, September 2006 – August 2007)

Research Assistant for Dr. Nile Hatch, Professor of Entrepreneurship, Marriott School of Management, Brigham Young University (Provo, January 2007 – August 2007)

Teaching Assistant, MFG 201 / MFG 202 (History of Creativity – 1500 / 1500 - Present) under direction of Dr. Brent Strong, Professor of Manufacturing Engineering and Entrepreneurial Technology, Brigham Young University (Provo, UT August 2005 – May 2007)

5. Non-academic Work Experience

SpotSource: Founder and Research Director (Atlanta, GA, February 2011 – present)

Familysearch.org: Project Manager and Network Engineer (Orem, UT May 2006 – Aug 2007)

Soft Study Inc: Market Research consultant (Santiago, Chile Jan 2006 – May 2006)

Ernst & Young: IT Auditor at Google, H-P, and Sun (Palo Alto, CA Apr 2005 – September 2005)

College of Biology, BYU: User interaction designer and developer (Provo, UT Oct 2004 – June 2005)

6. Service/Leadership

I am an active reviewer for JAIS, CAIS, AOM, ICIS, HICSS, AMCIS, ECIS

6.1 Guest Lectures and Presentations

- “*Business Process Management, IT Innovation, and Model Driven Execution*” Guest Lecturer, Georgia State University, Professional MBA Class, Alpharetta, GA. June 18, 2011
- “*Developing a research agenda*”, Lunch n’ Learn presentation, Robinson College of Business PhD Fellows, Atlanta, GA. February 25, 2011
- “*Shared Service Environments*”, Panel on Emerging Digital Phenomena and Changes in IS Management, Society for Information Management (SIM) Academic Workshop, St. Louis, Missouri. December 11, 2010
- “*Realizing Shared Services: Improving Cost Transparency in a Public IT Department*”, BPM 2010, Doctoral Consortium, Stevens Institute of Technology, September 2010.
- “*Realizing Shared Services: Improving Cost Transparency in a Public IT Department*” OCIS Doctoral Consortium, Montreal, Canada, August 2010.
- “*Transcending IT Management Traditions: The Process of Servitizing IT*” CIS Research Colloquium, Georgia State University. March 17, 2010

- “*Transcending IT Management Traditions: The Process of Servitizing IT*” Brigham Young University IS Research Colloquium. March 11, 2010
- “*Transcending IT Management Traditions: The Process of Servitizing IT*” Center for Process Innovation Research Colloquium. March 1, 2010
- “*A Theory of Service-oriented Management Adoption in an IT Organization – a grounded theory approach*” NTIM Doctoral Consortium, Helsinki School of Economics, Helsinki, Finland, August 24, 2009
- “*A Survey of the Open Innovation Literature*” CIS Research Colloquium, Georgia State University. March 27, 2009
- “*Lessons Learned: Problem-based Learning at Georgia State University*”, Graduate Teaching Assistant Pedagogy Conference, Georgia State University, January 2008

6.2 Course Development

- Developed a new course called *Building IT-enabled Business Processes* with colleagues from the University of Georgia, and Georgia State University. Course utilizes a cloud based “BPM as a service offering” to orchestrate workflow in service and cloud computing environments. This course has received very positive feedback from students.
- Developed course modules for *Defining and Innovating Business Processes* on negotiation, innovation, and cloud based business processes using Amazon Web Services for courses on Business Process Management with Richard Welke. This course now receives high enrollments from students across the college of business. Instrumental in bringing in guest executive speakers from Coca Cola and IBM.

7. Academic Honors

- Dissertation Award, Georgia State University, 2011
- CrowdConf 2011, CrowdHack Winner: Project CleanUp India, November 1, 2011, San Francisco, CA
- 2010 OCIS Doctoral Consortium, Montreal, Canada, August 6-7, 2010
- 2010 AMCIS Doctoral Consortium, Lima, Peru, August 14, 2010
- Center for Teaching and Learning (GSU) Research Fellow, 2009, 2010
- NTIM PhD Network Doctoral Consortium “ICT and Service Innovations”, Helsinki, Finland, August 24-25, 2009
- 2009 Design Science Research In Information Systems and Technology Doctoral Consortium, Malvern, Pennsylvania, May 7-8th, 2010.
- Global Management Certificate – Graduate Level, Global Management Center, Brigham Young University, 2007

7.1 Grants Awarded

- NSF/CPATH 3-year research grant (\$705,000), Award # 0722141, July 2007-10. “Learning to Build Systems of Systems,” Puroo, S. (PI), V. Vaishnavi (PI), R. Welke (co-PI) Co-investigator: **T. Olsen**
- \$1000, Dissertation Grant, Georgia State University, 2011
- \$2300 (in kind), Amazon Web Services in Education Grant, 2010
- \$4500 (in kind), Amazon Web Services in Education Grant, 2009
- \$1000, Research Fellow, Center for Teaching and Learning, Georgia State University, 2008
- \$300, Research Fellow, Center for Teaching and Learning, Georgia State University, 2009

8. Foreign Language

- Speak, read, and write Spanish

9. Technical Competence

9.1 Technical skills I have taught in the classroom:

- Business Process Management Notation 2.0 (Object Management Group)
- BizAgi, Runmyprocess, Mendix, Tibco (Process Management Systems)
- Cloud Computing, RESTful Webservices (Twilio, Google Docs, Gmail, Freshbooks, Accumulus, Xignite), Workflow management in Service and Cloud Computing
- Amazon Web Services (AWS), Including: Elastic Compute Cloud, Elastic Block Store, Simple Storage Service, Mechanical Turk, Elastic Compute Cloud
- MediaWiki

9.2 Technical skills which I have not taught in the classroom (yet):

- Systems Analysis and Design, UML
- Java programming (including Android Development)
- Javascript, Google Apps Script
- Database Schemas and SQL
- IT Audit
- Project Management
- Web Development

10. Teaching

10.1 Teaching Philosophy

I believe the role of a teacher is to convey the importance of a subject in a way which will spark students' desire to learn and then guide them through a self-learning process. A highly collaborative classroom culture wherein students learn from and teach each other is something I endeavor to facilitate. This creates a community-based learning system where students are motivated and energized by their peers.

Studies indicate that people retain information best when they teach it to others. Yet, often students create work which is only seen by the teacher. Whenever possible the outcome of student learning should be shared openly (online or in-person) for others to benefit from. This enables four positives outcomes:

- Students learn from and reference each other's work
- Students are more accountable
- It encourages the instructor to assign meaningful work
- It facilitates a rich social network of learning – a resource rich in social-capital which students can draw from for years

Finally, I believe that concern for the student is fundamental aspect of teaching. As scholars we must act in reciprocity with respect to our benefactors, teachers from our past, as we serve a rising generation of scholars and professionals. The following resources have shaped my teaching philosophy:

1. T. Martindale and D. A. Wiley, "Using weblogs in scholarship and teaching," *TechTrends* 49, no. 2 (2004): 55-61.
2. J. S. Brown and R. P. Adler, "Minds on fire: Open education, the long tail, and learning 2.0," *Educause review* 43, no. 1 (2008): 16.
3. Clayton Christensen, Curtis W. Johnson, and Michael B. Horn, *Disrupting Class: How Disruptive Innovation Will Change the Way the World Learns*, 1st ed. (McGraw-Hill, 2008).

4. Anthony T. Kronman, *Education's End: Why Our Colleges and Universities Have Given Up on the Meaning of Life* (Yale University Press, 2007).
5. J. Bassett and J. Hall, "The Supporting Collaborative Community Model: Implications for Online Learning," in *Proceedings of World Conference on Educational Multimedia, Hypermedia and Telecommunications*, 2000, 1254–1255.

10.2 Teaching Interests

While I am open to teaching a variety of courses, I am most interested in teaching the following courses given my work experience and technical background:

- Business Process Management and Work Flow Automation
- IT Management / Service Management and Integration
- IT Strategy
- Cloud Computing/Integration
- Micro-Outsourcing, Crowdsourcing
- Telecommunications, IT Security
- Mobile Development, Java Programming
- Accounting Information Systems, IT Audit

10.3 Teaching Evaluations for Past Year

See next page

10.3.1 CIS 4120 Spring 2010 Business Process Management

Dimension	Mean	Comparative Averages		
		Course	CIS Dept	College
Overall Evaluation (2 items)				
Effectiveness of instructor	4.9	--	4	4.3
Relative worth of course	4.9	--	4	4.2
Presentation Ability (8 items)	4.9	--	4.3	4.5
Cares about the quality of his teaching	5	--	4.3	4.4
Has a genuine interest in students	5	--	4.3	4.4
Is a dynamic and energetic person	4.9	--	4.2	4.4
Has an interesting style of presentation	4.9	--	4.0	4.3
Seems to enjoy teaching	5	--	4.3	4.5
Is enthusiastic about his subject	5	--	4.4	4.6
Seems to have self-confidence	4.8	--	4.4	4.6
Varies the speed and tone of his voice	4.8	--	4.1	4.4
Organization/Clarity (8 items)	5	--	4.2	4.4
Is well prepared	5	--	4.3	4.5
Speaks in a manner that is easy to understand	4.9	--	4.1	4.4
Explains clearly	5	--	4.1	4.3
Lectures easy to outline/well organized	5	--	4.1	4.3
Is careful and precise in answering questions	5	--	4.1	4.4
Summarizes major points	5	--	4.3	4.4
States objectives for each class session	4.9	--	4.3	4.4
Knows if the class is understanding him or not	4.8	--	3.9	4.2
Grading/Assignments (7 items)	4.9	--	4.2	4.4
Follows plan established in syllabus	5	--	4.3	4.5
Gives assignments related to course goals	4.9	--	4.3	4.5
Explains the grading system clearly	4.7	--	4.3	4.4
Is accessible to the students out of class	5	--	4.2	4.4
Returns exams and assignments quickly	5	--	4.2	4.4
Reasonable difficulty for assignments and exams	4.8	--	4.1	4.3
Assigns grades fairly and impartially	4.9	--	4.3	4.4
Intellectual/Scholarly (4 items)	5	--	4.3	4.4
Discusses points of view other than his/her own	4.9	--	4.2	4.4
Contrasts implications of various theories	4.9	--	4.2	4.4
Discusses recent developments in the field	5	--	4.3	4.4
Presents origins of ideas and concepts	5	--	4.3	4.4
Student Interaction (3 items)	5	--	4.2	4.4
Encourages class discussion	5	--	4.3	4.4
Invites criticism of own ideas	5	--	4.2	4.3
Relates to students as individuals	5	--	4.2	4.4
Student Motivation (3 items)	4.8	--	4.1	4.3
Made me work harder than in most courses	4.6	--	4.1	4.3
Motivates me to do my best work	4.9	--	4	4.2
Examinations require creative, original thinking	4.9	--	4.1	4.3

* 1 = Not at all descriptive, 5 = Very descriptive

Note: The "CIS Dept" and "College" columns include all undergraduate core courses of the academic unit and college, respectively

10.3.2 CIS 4120 Fall 2010 Business Process Management

Dimension	Mean	Comparative Averages		
		Course	CIS Dept	College
Overall Evaluation (2 items)				
Effectiveness of instructor	4.4	4.6	4.2	4.3
Relative worth of course	4.3	4.6	4.1	4.3
Presentation Ability (8 items)	4.6	4.7	4.4	4.4
Cares about the quality of his teaching	4.6	4.8	4.4	4.5
Has a genuine interest in students	4.6	4.8	4.4	4.4
Is a dynamic and energetic person	4.5	4.7	4.3	4.4
Has an interesting style of presentation	4.6	4.7	4.1	4.3
Seems to enjoy teaching	4.5	4.8	4.4	4.5
Is enthusiastic about his subject	4.6	4.8	4.5	4.5
Seems to have self-confidence	4.5	4.7	4.5	4.6
Varies the speed and tone of his voice	4.5	4.6	4.3	4.4
Organization/Clarity (8 items)	4.4	4.6	4.3	4.4
Is well prepared	4.4	4.6	4.4	4.5
Speaks in a manner that is easy to understand	4.3	4.6	4.3	4.4
Explains clearly	4.4	4.6	4.2	4.3
Lectures easy to outline/well organized	4.4	4.6	4.3	4.4
Is careful and precise in answering questions	4.5	4.6	4.3	4.4
Summarizes major points	4.6	4.6	4.4	4.4
States objectives for each class session	4.5	4.7	4.4	4.5
Knows if the class is understanding him or not	4.6	4.6	4.1	4.2
Grading/Assignments (7 items)	4.4	4.6	4.4	4.4
Follows plan established in syllabus	4.5	4.7	4.4	4.5
Gives assignments related to course goals	4.5	4.7	4.4	4.5
Explains the grading system clearly	4.1	4.3	4.4	4.4
Is accessible to the students out of class	4.5	4.6	4.3	4.4
Returns exams and assignments quickly	4.5	4.7	4.3	4.4
Reasonable difficulty for assignments and exams	4.2	4.5	4.3	4.3
Assigns grades fairly and impartially	4.4	4.6	4.4	4.4
Intellectual/Scholarly (4 items)	4.5	4.6	4.4	4.4
Discusses points of view other than his/her own	4.4	4.6	4.3	4.4
Contrasts implications of various theories	4.3	4.5	4.3	4.4
Discusses recent developments in the field	4.6	4.7	4.4	4.4
Presents origins of ideas and concepts	4.5	4.7	4.4	4.4
Student Interaction (3 items)	4.5	4.6	4.4	4.4
Encourages class discussion	4.6	4.8	4.4	4.4
Invites criticism of own ideas	4.5	4.5	4.3	4.3
Relates to students as individuals	4.5	4.6	4.4	4.4
Student Motivation (3 items)	4.5	4.6	4.2	4.3
Made me work harder than in most courses	4.5	4.5	4.2	4.3
Motivates me to do my best work	4.5	4.6	4.2	4.3
Examinations require creative, original thinking	4.4	4.6	4.3	4.3

* 1 = Not at all descriptive, 5 = Very descriptive

Note: The "CIS Dept" and "College" columns include all undergraduate core courses of the academic unit and college, respectively

10.3.3 CIS 4120 Spring 2011 Business Process Management

Dimension	Mean	Comparative Averages		
		Course	CIS Dept	College
Overall Evaluation (2 items)				
Effectiveness of instructor	4.7	--	4.2	4.3
Relative worth of course	4.7	--	4.1	4.3
Presentation Ability (8 items)	4.8	--	4.3	4.5
Cares about the quality of his teaching	4.7	--	4.4	4.5
Has a genuine interest in students	4.9	--	4.4	4.5
Is a dynamic and energetic person	4.7	--	4.3	4.4
Has an interesting style of presentation	4.6	--	4.2	4.3
Seems to enjoy teaching	4.8	--	4.4	4.5
Is enthusiastic about his subject	4.9	--	4.5	4.6
Seems to have self-confidence	4.8	--	4.5	4.6
Varies the speed and tone of his voice	4.6	--	4.3	4.4
Organization/Clarity (8 items)	4.7	--	4.2	4.4
Is well prepared	4.8	--	4.3	4.5
Speaks in a manner that is easy to understand	4.7	--	4.3	4.4
Explains clearly	4.6	--	4.2	4.4
Lectures easy to outline/well organized	4.7	--	4.2	4.4
Is careful and precise in answering questions	4.6	--	4.3	4.4
Summarizes major points	4.8	--	4.3	4.5
States objectives for each class session	4.7	--	4.4	4.5
Knows if the class is understanding him or not	4.6	--	4.1	4.3
Grading/Assignments (7 items)	4.8	--	4.2	4.4
Follows plan established in syllabus	4.9	--	4.3	4.5
Gives assignments related to course goals	4.8	--	4.4	4.5
Explains the grading system clearly	4.7	--	4.3	4.4
Is accessible to the students out of class	4.8	--	4.3	4.4
Returns exams and assignments quickly	4.7	--	4.1	4.5
Reasonable difficulty for assignments and exams	4.7	--	4.2	4.4
Assigns grades fairly and impartially	4.7	--	4.4	4.5
Intellectual/Scholarly (4 items)	4.8	--	4.4	4.4
Discusses points of view other than his/her own	4.9	--	4.4	4.4
Contrasts implications of various theories	4.7	--	4.3	4.4
Discusses recent developments in the field	4.7	--	4.4	4.5
Presents origins of ideas and concepts	4.8	--	4.4	4.4
Student Interaction (3 items)	4.9	--	4.4	4.4
Encourages class discussion	5	--	4.4	4.4
Invites criticism of own ideas	4.9	--	4.3	4.3
Relates to students as individuals	4.9	--	4.4	4.4
Student Motivation (3 items)	4.8	--	4.2	4.3
Made me work harder than in most courses	4.8	--	4.3	4.3
Motivates me to do my best work	4.8	--	4.2	4.3
Examinations require creative, original thinking	4.7	--	4.2	4.4

* 1 = Not at all descriptive, 5 = Very descriptive

Note: The "CIS Dept" and "College" columns include all undergraduate core courses of the academic unit and college, respectively

10.3.4 CIS 4140 Spring 2011 Building IT-enabled Business Processes

Dimension	Mean	Comparative Averages		
		Course	CIS Dept	College
Overall Evaluation (2 items)				
Effectiveness of instructor	4.9	--	4.2	4.3
Relative worth of course	4.9	--	4.1	4.3
Presentation Ability (8 items)	4.9	--	4.3	4.5
Cares about the quality of his teaching	4.9	--	4.4	4.5
Has a genuine interest in students	4.9	--	4.4	4.5
Is a dynamic and energetic person	4.8	--	4.3	4.4
Has an interesting style of presentation	4.9	--	4.2	4.3
Seems to enjoy teaching	4.9	--	4.4	4.5
Is enthusiastic about his subject	4.9	--	4.5	4.6
Seems to have self-confidence	4.9	--	4.5	4.6
Varies the speed and tone of his voice	4.8	--	4.3	4.4
Organization/Clarity (8 items)	4.8	--	4.2	4.4
Is well prepared	4.8	--	4.3	4.5
Speaks in a manner that is easy to understand	4.8	--	4.3	4.4
Explains clearly	4.9	--	4.2	4.4
Lectures easy to outline/well organized	4.6	--	4.2	4.4
Is careful and precise in answering questions	4.8	--	4.3	4.4
Summarizes major points	4.8	--	4.3	4.5
States objectives for each class session	4.8	--	4.4	4.5
Knows if the class is understanding him or not	4.9	--	4.1	4.3
Grading/Assignments (7 items)	4.8	--	4.2	4.4
Follows plan established in syllabus	4.8	--	4.3	4.5
Gives assignments related to course goals	4.9	--	4.4	4.5
Explains the grading system clearly	4.3	--	4.3	4.4
Is accessible to the students out of class	4.8	--	4.3	4.4
Returns exams and assignments quickly	4.5	--	4.1	4.5
Reasonable difficulty for assignments and exams	4.9	--	4.2	4.4
Assigns grades fairly and impartially	4.9	--	4.4	4.5
Intellectual/Scholarly (4 items)	4.8	--	4.4	4.4
Discusses points of view other than his/her own	4.7	--	4.4	4.4
Contrasts implications of various theories	4.8	--	4.3	4.4
Discusses recent developments in the field	4.9	--	4.4	4.5
Presents origins of ideas and concepts	4.6	--	4.4	4.4
Student Interaction (3 items)	4.9	--	4.4	4.4
Encourages class discussion	4.9	--	4.4	4.4
Invites criticism of own ideas	4.9	--	4.3	4.3
Relates to students as individuals	4.9	--	4.4	4.4
Student Motivation (3 items)	4.9	--	4.2	4.3
Made me work harder than in most courses	4.8	--	4.3	4.3
Motivates me to do my best work	4.9	--	4.2	4.3
Examinations require creative, original thinking	4.9	--	4.2	4.4

* 1 = Not at all descriptive, 5 = Very descriptive

Note: The "CIS Dept" and "College" columns include all undergraduate core courses of the academic unit and college, respectively

11. Professional References

The following individuals have prepared reference letters that are available upon request.

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