Erik Rolland, Ph.D.

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Dr. Melissa Trotta, Associate Managing Principal
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RE: President, University of the Bahamas

It is with great enthusiasm that I apply for the position of President at University of the Bahamas (UB). As the major national university, UB serves a critical role in providing access to high-quality education and research that make a difference in an ever-more complex and challenged world. UB's commitment to nation-building stands out in a complex higher-education space, and comprise the driving motivation for this application

The role and responsibilities of the President's position at UB speaks directly to my experiences and skills, and combined with the prospect of working with the university's dedicated faculty, staff, students, committed alumni, donors, and partners is highly appealing to me. I am eager to help address the challenges and opportunities at University of the Bahamas, keeping the mission and vision of the university in focus while building on its unique traditions and culture. It would be an honor to help continue the university's path of excellence through innovation, access, and making Bahamas and the world a better place.

I grew up in Norway, and came to the US to complete my Ph.D. After graduating from the Fisher College of Business at the Ohio State University in 1991, I joined the Graduate School of Management at the University of California at Riverside, and served in roles of increasing responsibility from Department Chair, to Associate Dean, and to Director of a new campus. In 2011, I was asked to help build a new school of management at the University of California, Merced, and joined there in 2012. In my time at University of California at Merced, I also served as interim Dean of the School of Engineering, and as a special assistant to the Provost, building new faculties across campus and leading the effort to set a new campus vision. In addition to my faculty appointments in business, I have (by courtesy) also served the UC system as an engineering professor for 25 years. In 2016 I left a very gratifying job at UC Merced to join Cal Poly Pomona as the dean of the College of Business Administration. In 2020 I also took on the additional responsibility as interim dean of the College of the Extended University and as Cal Poly Pomona's Chief International Officer, and serving as the Provost's Associate for Strategic Transformation of the campus. My experiences have afforded me to view the university with a comprehensive lens, which is critical for its success.

I remain impressed with the progress of building the young UB, realizing that there are grand opportunities as well as some challenges in growing the university to its full potential. As an institution-builder at both a top research university and a top polytechnic university, I bring a unique blend of experiences from different academic fields. Also, having taught at universities around the world, I bring unique international experiences and lenses that I strongly believe could help the Commonwealth of the Bahamas to build up the UB as its premier institution. Realizing at the same time that the higher education landscape has likely never been more in transition than now, in the middle of the Covid-19 crisis. The need for building robust and innovative institutions, aided by technology, and with a focus on solid financial models, is clear. Providing access to higher education for all the people of the Bahamas is also a challenge, and these factors will push the UB to be a transformational partner with its alumni, its communities, and the organizations which they serve. It would be an honor to help strengthen the foundations across UB, and build UB's vision for the next decade, recognizing its strengths and unique traditions and culture.

In summary, I believe that I bring unique values and experiences that would positively foster continued growth and success at University of the Bahamas, and secure and strengthen the university's role and position in the national and global landscape of higher education. As a dedicated and motivational leader with focus on actionable strategic leadership, I should mention that I would bring unparalleled engagement, empathy, energy and humor to the job, and those factors may be critical for a university with a focus on emphasizing access and excellence in its contributions and purpose. In the next few pages, I briefly outline my experiences in relations to some of the requirements of this position. It would be a very exciting opportunity to continue this conversation, and eventually help lead University of the Bahamas to its next level as its President.

Respectfully yours,

At this time in its history, University of the Bahamas needs a focus on both operational and strategic excellence. In that context, I summarize below my experience in strategic leadership, program, people and partnership building, organizational leadership, as well as stakeholder and external engagement.

1. Strategic Leadership

As a collaborative, connective, inspirational and consultative leader, I have throughout my career focused on **transformation and bold innovations**. The key to success has been to develop a shared vision through an appreciative inquiry approach with all stakeholders. Without a shared vision, no plan or strategy will take hold. Some of my previous experiences in creating innovative strategic transformations have been chronicled in the book *Visual Consulting: Designing and Leading Change* by David Sibbet and Gisela Wendling, (**https://tinyurl.com/sdcuhfr**). That work focused on re-visioning the UC Merced campus for growth, and building research excellence to obtain Carnegie *R1* status. I also have used similar change processes for the School of Engineering at the University of California at Merced, as well as at the College of Business Administration and the College of the Extended University at Cal Poly Pomona. The business school project is covered in this article: **https://bit.ly/37vdfzZ.** I serve as a resource person for transformational strategic planning within my university, and the 23 business schools in the California State University System, as well as in AACSB. The above experiences have been transformational for my own skills (appreciative inquiry, shared vision, communication), and allowed me to promote a shared vision and a diverse, equitable, and inclusive community in my organizations, which could help the UB on its successful trajectory of increasing excellence.

Reputation building & impact have been of significant importance in all my past work, starting with the development of an MBA program in entrepreneurship at UC Riverside, which was ranked nationally at #23 only two years after implementation (Princeton Review, 2006); leading UC Merced's School of Engineering from being unranked to ranked #140 in the nation (US News, 2015); and achieving first or best ever program ranking for the college of business (Cal Poly Pomona) across multiple ranking entities: Diverse Issued in Higher Ed: #5 nationwide (social mobility); Money Magazine: #22 nationwide in Best Colleges for Business Majors; College Factual: top 1% nationwide in popularity for Business majors. I have also taken on an active involvement with the business school accreditation body (AACSB) and been a speaker at numerous national and international conferences – most recently in September 2020, as a speaker on transformational strategic planning and visioning at AACSB's global accreditation conference.

My current job has been focused on building **financial strength** through a variety of means. I have built up a larger development organization that is effective and efficient in engaging alumni, friends, and partners in all that we do. This has allowed us to pursue creative philanthropic models that enhance endowment funds, but that also create short-term cash-flow. These activities have funded seven new centers of excellence, as well as countless student and faculty fellowships. The centers of excellence have allowed us to launch an economic forecast summit to better connect the university to the region and enhance the brand name and reputation in the region. These efforts have generated numerous industry relationships and donor opportunities for the university, and increased cross-disciplinarity collaboration. More importantly, building up our centers of excellence has resulted in new partnerships that allow us to address current societal challenges. For example, via our Real-Estate Research Center, we work with regional agencies in understanding homelessness, and student housing-insecurity. Through our Cybersecurity Operations Center, we work with multiple global organizations in guarding against cyber-attacks. The centers, initially funded by philanthropic funds, provide ongoing financial support for students and faculty research and serve as keystones to providing community and industry engagements, and for providing superior experiential learning opportunities for all our students.

The cost of delivering higher education is rising, and in order to provide access and affordability for students, the university must focus on diverse revenue models to achieve financial stability: tuition dollars, program fees, grants, partnership income, and philanthropic funds. A brand-name university like Tulane provides easy access to many of the key resources and partners that the university needs to ensure success in its students and its faculty, but it typically requires an entrepreneurial mindset within the university to make connections, successfully engage partners, and build sustainable bridges. My experience with operational and funding models includes creating a new campus location with a combination of state, local, and philanthropic resources (The $25M Heckmann Center at the University of California, Riverside), as well as planning and executing one of the nation's largest private/public partnerships in the area of education, funding a $1.2B expansion to the University of California, Merced campus. At UC Merced, I was part of the team that organized and executed the public/private partnership to increase the campus' footprint and physical facilities. In this process, we developed a financial model that was not dependent on state funding, and a physical plant model that was highly collaborative, and driven in detail by faculty and student needs. In order to control and save on the cost side, I

oversaw the creation of new, shared research facilities across engineering, management, and science (data centers, GIS facilities, imaging and large microscope facilities, chemical labs, animal surgery units, and bio-engineering labs, to name a few). At Cal Poly Pomona I serve on the steering committee for the development new facilities at a 309-acre parcel recently acquired by the university, again employing a unique financial partnership model.

I have also redefined the financial models for all professional graduate programs and launched several new master's programs. These programs have yielded millions of dollars of income for the school/university, and a continued effort to build additional programs. This has resulted in a redefined model for graduate education, and attracted new, and very significant donor activities.

Public universities are among the best vehicles to promote **equity, diversity, and inclusion**. My work has focused on attracting a diverse faculty and staff, as well as providing a high-quality education to students from diverse backgrounds, and creating an inclusive environment where faculty, staff, students and other stakeholders feel valued and heard. I feel fortunate to have been an administrator and faculty member at some of the most culturally and ethnically diverse universities in the nation, and particularly gaining an understanding of the challenges for first-generation and underrepresented minority students. In my current job, I have focused on reducing performance gaps and graduation rates for first-generation and underrepresented minority students, diversifying the faculty composition and promoting strategies to penetrate the faculty job market in new and innovative ways. On the former issues, I have been successful in creating a world-leading program for scholarships and mentorships for women in technology and for underrepresented minority students (with a major 35,000 employee industry partner - *Avanade*), and holding annual women in entrepreneurship conferences, creating speaker series focusing on non-traditional gender-roles among CIOs of leading companies, and attracting NSF grants to improve conditions for women and minorities in faculty and student representation. On the faculty composition side, I have redefined hiring and outreach processes for the campus to ensure diverse applicant pools for faculty searches – diversity in the hiring pool is considered the best tool to achieve diversification. At the same time, I have not had a single faculty search fail, most recently hiring 36 outstanding tenure-track faculty. As one of four board members of the California State University Business Deans Council, I perform annual equity and salary surveys, as well as promote reading & books for university leaders on anti-racism. More importantly, I am proud to have assembled the most diverse team of leaders to run the colleges which I manage, which has resulted in an inclusive work environment where all voices are heard.

On the personal side, while I grew up in Norway, my wife grew up on the other side of the world (in Vietnam). We have multi-racial children – which gives me a very personal window into the struggles and challenges experienced by underrepresented minorities, immigrants, and first generation students. Thus, I have a strong vested interest in promoting diverse, inclusive, and equitable institutions and organizations for our children and our students to inherit a better world.

2. Program, People and Partnership Building

As a researcher, I have kept an active role in national academic societies and in journal publications. I have served as a conference chair and in organizing capacities with several of the national conferences in my field (management information systems), and until January 2020 I have also served as an editor-in-chief of a major Springer journal in my research area, and kept an active research record, with peer-refereed publications in the A+ journals in my field over the past five years (albeit less intense activities in the last few years due to increasing administrative responsibilities. Google Scholar: *h-index*=25; *i10-index*=35). I have also published papers across the various sub-fields of management and engineering (Accounting, Operations, Information Systems, Computer Science, Marketing, and Strategy). Thus, I have extensive experience in, and appreciation for, research from across many fields, enabling an inclusive and cross-functional view of research. This has been instrumentally helpful in guiding faculty development. Due to my active involvement with journal publications and research, the faculty has trusted me in developing new models for teaching loads and incentive systems for high-quality teaching and research. It has also allowed me to build partnership with outside organizations to fund faculty research through our centers of excellence and helped in securing sustainable funding from the university to better support faculty development. In fact, our current support model is so strong that we not turned down any faculty request for funding over the past five years! My teaching experience is likewise broad, and has been focused on the executive, MBA and graduate levels, but with a constant presence of excellent undergraduate teaching. It would be a real pleasure to work with the UB faculty in promoting inclusive excellence and its national and international reputation and addressing societal challenges through its programs of research and education.

Having a strong record of interdisciplinary management research, and also having served in units outside of the business school (engineering, computer science, economics, and geography), I do have a broad **appreciation of different disciplinary areas** that further have expanded the inter- and multi-disciplinary research. I have been fortunate to be part of research teams that have produced research with **positive impacts on practice and society.** In particular, my research has been used in the design of the mobile communication infrastructure in Korea (by Dacom, now LG Corp), in management of geostationary satellite communication in the US (General Electric), and more recently in managing EMS services across Canada. With cooperation from the World Bank, combined with my strong interest in sustainability, my applied work in strategy innovation has been used in several countries, most notably in Bhutan in protecting its tiger population and its forests. This relationship led to the formation of the only executive program focused on leadership of national parks and public lands – the National Parks Institute.

I have been fortunate to have led academic searches for most of my career that **attracted, recruited, and retained** some of the strongest hires that are now leaders across several areas across the US, including: Paul Pavlou (UC Riverside, now dean at Univ of Houston), Barry Nault (Ohio State, now at Distinguished Professor at U of Calgary), Erik Zheng (UC Riverside, now UT Dallas), Steve Vargo (UC Riverside, now distinguished professor at Univ of Hawaii), Sha Yang (UC Riverside, now at Univ of Southern California), Paul Maglio (UC Merced), Rajiv Banker (UC Riverside, now distinguished professor at Temple University), and many others. I have hired 36 new faculty in my current job over the past few years, never had any search fail, and retained all but one.

Through my career I have had the pleasure of developing programs, centers and initiatives to build strong entrepreneurial ecosystems. These activities have created **partnerships with industry, including startups, that enabled the elevation of the university's profile within the local and international management and entrepreneurship/innovation community.** Over the past 10 years this activity has relied heavily on partners in the Silicon Valley and "Silicon Beach" (LA). At UC Merced, I started the industry-funded *Innovate 2 Grow* program, a university-wide yearlong innovation competition that culminated in competition. At Cal Poly Pomona I have built a similar program, *The Bronco Startup Challenge".* My networks in the venture capital community have helped these efforts greatly. For example, in my current job I have strengthened the partnerships, funding and programs to support a *Center for Entrepreneurship and Innovation* and built the *NASA Startup Program*. The latter utilizes over 4,000 patents from NASA, which a cross-functional team of faculty and student utilize to develop products that enhance the human life. After spearheading new efforts for intellectual property ownership within the university system, we are now able to work with venture capital companies in spinning off new companies based on the inventions from this program.

At Cal Poly Pomona I have led the development of new research centers and labs, aided by strong industry partnerships. We have built a Student-Run-Data-Center, and that has allowed us to build out additional research centers in analytics, cybersecurity, real-estate, customer analytics, digital innovation, and GIS. These initiatives create an infrastructure for offering experiential learning for students, as well as an engine to support both disciplinary and interdisciplinary faculty research and have given the college the opportunity to sponsor faculty research not only in the business school, but also with strong contributions from other colleges on campus. Given the reputation of the Bahamas, and the strengths of the location of UB, its surrounding industry, and its faculty and alumni, it would be a pleasure to help explore and build new programmatic innovations at UB that would strengthen the access, reputation, as well as the operational and strategic effectiveness and efficiency of the university.

Having served in a variety of leadership and professorial roles, I have benefited from gaining a broader understanding of intellectual contributions across several fields outside of my own, enabling **work with other disciplinary departments and schools to foster strong partnerships.** The lesson for me has been in increased appreciation of research across boundaries, and this has helped my colleagues and myself uncover new and interesting avenues for teaching, research and service. On the administrative side, I led the strategic planning for the *Ernest & Julio Gallo School of Management*, and designed the graduate programs (Master's and Ph.D.) for the school centered around the theme Management of Innovation, Sustainability, and Technology with collaboration from all colleges on campus. This theme was focused on leveraging the campus' other unique centers of excellence and building on the campus' cross-disciplinary philosophy. At UC Riverside, I led the planning and implementation of the first engineering/business joint program in business informatics and built and managed a new MBA program focused on entrepreneurship. In my current job, we have built a handful of new master's programs that required collaboration from Science, Engineering, Social Science, and Agriculture, as well as seven new Centers of Excellence that all require cross-functional collaboration from within the college and across the campus. Through a joint investment between Science, Engineering and the business school, we have built a center for cybersecurity that is recognized as an NSA/DHS Center of Excellence, continually attracting

outside partners, and resulting in being one of only a handful of programs in the country to serve as direct recruitment for NSA jobs. Incidentally, these centers also provide research support for faculty across the university.

3. Organizational Leadership

My experience has allowed me to **lead, manage, and develop staff within large and complex organizations where equity, diversity, and inclusion always have been in focus.** Working for some of the largest and most diverse universities in the US (University of California & the California State University) has provided unique and valuable experiences, leading to the strategic focus for my current university as a premier inclusive polytechnic university.

Through a long record of consulting, board services and executive education across continents, I have benefited from gaining a **solid understanding of varied business operations and industries.** Being a part of the executive training crew that led the strategic shift at Samsung twenty years ago, having led a healthcare consulting group over two decades, and serving on boards for electric truck and aerospace companies, I feel very fortunate to have been allowed to study and learn from industry leaders as well as startups. These experiences have flavored my research and teaching as well.

My leadership roles have led me into financially challenged organizations. My focus has been on **building financially sustainable organizations, programs and centers through innovation & deep understanding of budgets and budget models.** I recently inherited a $5M debt, with fiscal contracts that needed legal resolutions. These issues were resolved, and the budget models changed and improved to reflect the needs and the reality of the organization. I am happy to say that the current organization will be handed over in excellent financial shape despite current economic challenges.

I have also had the good fortune of gaining deeps experience with, and sensitivity to, cultural differences. While I mentioned much of my experience in the above, I would like to add that I have a very broad international experience from working across continents in such countries as Australia, China, Japan, Korea, Canada, Norway, Finland, France, Germany, Bhutan, and other places. I am also conversationally fluent in several languages. I have worked with the World Bank on educating governments on strategies for sustainability, wildlife preservation and protected lands, and worked on multi-cultural, multi-country projects to save the tiger. More recently, I am also overseeing the development of inbound and outbound educational programs with educational institutions and partners across the world.

4. Stakeholder and External Engagement

I feel fortunate to have gained experience in **interacting and communicating with multiple stakeholder groups, from my leadership roles within and outside the university, as well as in teaching executives across continents.** Within the business school, our accreditation efforts typically will reveal communication and transparency issues. In our most recent, and successful, AACSB accreditation (February 2020), the review committee commented on my efforts in terms of transparency, communication, and inclusiveness as follows: *"Dean Rolland is providing exemplary leadership in guiding the college to live into the strategic plan, providing transparency and clear communication to the faculty and staff, and overall creating a culture of inclusiveness in the college that was noted throughout our visit."*

Working in a distributed development system with a central advancement function, I have developed a highly integrated strategic model for **fundraising, which effectively coordinates the business school development professionals and University fundraising efforts.** I am focused on creating long-lasting relationships with donors, partners, and friends, where returns on donor investments are clearly communicated and focused. This has led to returning investments from our donors and enabled the school to innovate through growth. Most of these successes would not have been possible without close partnerships nor without the full support of the university's leadership.

I do carry with me the implicit cultural values of the Nordic model of equity, inclusion, fairness, respect and diversity, as evident from a recent joint presentation with President Malchow-Møller (of Copenhagen Business School) at the *2020 AACSB Global Accreditation Conference*. This has driven my inclusive approach to strategy development, and allowed me to **serve as a positive role model for ethical leadership, and strengthened focus toward a social impact orientation of the university** that is aligned with the *United Nations 17 Sustainable Development Goals*.

I appreciate your consideration and thank you again for reading this letter to the end.

Curriculum Vitae for Erik Rolland, Ph.D.

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BRIEF SUMMARY:

Academic leader with 30 years of experience from the *University of California* – the premier, comprehensive 10-campus research university, and with the *California State University* – a 23 campus university with almost 481,000 students, and 53,000 faculty and staff, considered the largest and most diverse university system in the country. Currently dean of an AACSB accredited business school with over 6,000 students, and 300 faculty and staff members, and interim dean of a College of Extended Education. Responsible for the strategic transformation of the university's academic programs for lifelong and professional learning, and international education. Former leadership positions include *Asst. Provost*, *Dean of Engineering*, *Associate Dean*, *Program Director*, & *Department Chair*. Proven capabilities in managing interdisciplinary and cross-functional faculty, research, programs, schools and centers that bring university missions to life. Demonstrated competency in clear articulation of strategy to all stakeholders across complex organizations to ensure a shared vision and buy-in. Significant & diverse experience leading successful strategic planning and execution, including navigating complex budgeting and financial models, building partnerships and coalitions within and outside the university, and in navigating political dynamics within an intellectually intense, and excellence-focused environment.

CORE COMPETENCIES:

- Innovative, Visionary and Inspirational University Leader, and Change Agent
- Excellence in Team Building
- Proven Focused Operational Excellence & Excellence in Accreditation Processes
- Skillful Organizational Communication
- Outstanding Results with Graduation & Retentions Rates
- Demonstrated Leadership in Diversity & Inclusion, and Inclusive Excellence in Operations & Planning
- Experienced Leadership in Strategic Visioning and Management
- World-Class Research Leadership
- Result-Oriented Excellence in Development & Advancement
- Extensive Shared Governance Experience
- Experience with Developing Diverse Budget Management & Financial Models
- Extensive International Experience including as the University's Chief International Officer

EDUCATION:

Ph.D.	*Business Administration*	**Fisher College of Business, The Ohio State University** Columbus, Ohio (Advisor: *Dr. Hasan Pirkul*), *6/1991*
M.A.	*Decision Sciences*	**Fisher College of Business, The Ohio State University** Columbus, Ohio, *6/1989*
M.Sc.	*Econ. and Bus. Adm.*	**The Norwegian School of Econ. & Bus. Adm. (NHH)** Bergen, Norway, *1989*
M.Sc.	*Computer Science*	**The Norwegian Institute of Technology (NTNU)** Trondheim, Norway, *12/1986*
B.S.	*Computer & Information Sciences*	**College of Engineering, The Ohio State University** Columbus, Ohio, *3/1986*

PROFESSIONAL EDUCATION:

Fellow, The Executive Leadership Academy (Provosts and above), **University of California-Berkeley**, *2015*

Fellow, Pathways to Innovation, **Stanford University** & **National Science Foundation,** *2013 – 2015*

Fellow, The Entrepreneurship Academy, **University of California**, 2012

Officer, **The Royal Norwegian Army Infantry Officer's School**, Kongsberg, Norway, *1980 – 1981*

SUMMARY of ACADEMIC & LEADERSHIP EXPERIENCE:

California Polytechnic & State University, Pomona, CA — 2016 – Present

Dean, *College of Business Administration* — *2016 – Present*
Dean *(interim),* ***College of the Extended University*** — *2020 – Present*
Chief International Officer*, Cal Poly Pomona* — *2020 – Present*
Provost's Associate for Strategic Transformation*, Cal Poly Pomona* — *2020 – Present*

University of California, Merced, CA — 2011 – 2016

Special Assistant to the Provost — *2015-2016*
Dean *(interim), School of Engineering* — *7/2014 – 9/2015*
Director, *The Ernest & Julio Gallo Management Program* — *2011 – 2016*
Professor of Management — *2011 – 2016*
- *The Ernest & Julio Gallo Management Program*
- *Electrical Engineering & Computer Science, School of Engineering*
- *Economics,* ***School of Social Sciences*** *(by courtesy)*

University of California, Riverside, CA — 1991 – 1997 & 1999 – 2011

Associate Dean, *School of Business Administration* — *2004 – 2006*
Director, *Heckmann Center for International Entrepreneurship* — *2004 – 2006*
Department Chair, *Department of Management, School of Business Administration* — *1999 – 2005*
Area Coordinator, *Management Information Systems, School of Business Administration* — *1993 – 1997*
Professor *(Assistant '91; Associate '99; Full Professor '08)*
- *Accounting & Information Systems, School of Business Administration* — *1991 – 2011*
- *Computer Science, Bourns College of Engineering (by courtesy)*

The Ohio State University, Columbus, OH — 1997 – 1999

Assistant Professor, *Accounting & Management Information Systems, Fisher College of Business*

DETAILED LEADERSHIP EXPERIENCE with KEY ACCOMPLISHMENTS:

California Polytechnic & State University, Pomona, CA — 2016 – Present

Cal Poly Pomona, with 27,000 students, is one out of two polytechnic campuses of the 23-campus California State University – a university with over 481,000 students, and 53,000 faculty and staff, considered the largest and most diverse university system in the country. In 2020, Cal Poly Pomona is ranked #7 in Best Public Colleges, #15 in Best College in America, #10 in Most Transformative Colleges where students beat the odds doing better than would be expected based on their economic and academic backgrounds (all Money Magazine), and #2 of the public regional universities in the west.

Dean, *College of Business Administration (CBA)* — *2016 – Present*

The CBA encompasses about 300 staff and faculty and 6,200 students engaged in 8 undergraduate programs and 5 graduate programs, all AACSB accredited and with a focus on experiential learning.

- Accreditation: Led the successful AACSB re-accreditation of the college and helped secure the campus' WASC re-accreditation. Successfully led the college through its conversion from Quarters to Semesters.
- Faculty Growth: Successfully hired 36 new tenure-track professors, growing the faculty to over 200.
- Research Growth: Increased faculty research output by creating seven new research centers, creating named professorships and fellowships, and put in place various incentives for teaching load reductions.
- Rankings: Achieved first or best ever program ranking for the college across multiple ranking entities: *Diverse Issued in Higher Ed*: #5 nationwide; *Money Magazine*: #22 nationwide in *Best Colleges for Business Majors*; *College Factual*: top 1% nationwide in popularity for Business majors.

- Student Success: Improved 2-year graduation rates for transfer students from 26% to 47% in less than 3 years, and 4-year graduation rates for first-time freshmen from 28% to 39%, and 6-year graduation rates to 70% in less than 3 years.
- Enrollment Growth: Increased undergraduate enrollment in the college by 20%, and graduate enrollment by 500% in four years.
- Program Building and Revenue Enhancement: Led the college through a year-long visioning and cultural development process. Created new professional graduate programs in Analytics, Finance, and Digital Supply Chain Management, and Digital Marketing Analytics resulting in over $6M in annual revenue enhancements for the college. Secured funding and created new academic centers of excellence in analytics, digital innovation, cybersecurity, real estate, digital marketing, and consultative sales, resulting in new corporate partnerships, experiential projects for students, research projects for faculty, and added revenue flow for the college. Created a new student-managed investment fund, and enabled student teams to win regional CFA (certified financial analysts) competitions. Created a student-run data center, resulting in the college being able to build out its centers of excellence in real estate analytics, cyber security, analytics, and customer insights, and attracted new corporate partners and increase funding for the college. Funded and built new lab facilities for visual analytics, cybersecurity, and several collaborate workspace facilities enabling students and faculty to have access to the latest technology as relevant to their fields. Created corporate internship conference for major US consulting company.
- Development & Funding Models: Developed new and sustainable funding models for the college in all its operations, diversifying revenue streams, and creating financial stability. Secured over $15M in new philanthropic support, focusing on multi-year commitments and new and creative gift structures. Created new gala awards event that generated over $1M per year, establishing student and faculty fellowships, and supporting research in the college. Created new professional master's programs with new financial models, driving additional annual revenues of ~$6M. Established the *Jagdish N. Sheth Research Award*, the first endowment-based research award in the college. In response to Covid-19, established *Student Success and Relief Fund,* and awarded hundreds of scholarships and secured hundreds of free laptops and WiFi hotspots for CBA students in need.
- Diversity & Inclusion: Created a culture of inclusion through collaborative visioning, and an ability for faculty, staff, and other stakeholders to determine and engage in the pursuit college goals. Created new faculty hiring processes with help of the Diversity & Inclusion officer and hired diverse set of 36 tenure-track professors in four years. Created mentor/scholarship program with Avanade for Women in Technology – now a global program at Avanade, expanded to over 15 universities globally with annual hackathons addressing current issues around inclusion & diversity as well as social & environmental sustainability. With Avanade, created scholarship and mentorship programs for underrepresented students, and created new student club for LGBTQ+ students in business.
- Community & Corporate Engagement: Initiated and managed proposal for Amazon's HQ#2 (for Los Angeles) that ended up as one of Amazons' top-20 sites nationwide, improving campus partnerships and branding in Los Angeles County. Developed and successfully launched the annual *Economic Forecast Summit* with regional economic development partners, improving the university's brand image. Built partnership with NASA, the university, and venture capital groups. Created an entrepreneurial ecosystem with venture capital groups that has enabled development of multiple new commercial products based on NASA patents. Created Avanade's ***FUEL Innovation, Leadership, and Technology Conference***, targeted at all Avanade Interns globally, and hosted the first annual FUEL conference (2019). Completed the second FUEL conference in July of 2020 with 20 executives and 120 students from 39 universities across North America, Europe & Brazil.
- University Service: Led successful Vice President and Associate Vice President searches, including Development, Strategic Communications, and Organizational Development. The latter division has subsequently been instrumental in developing college staff, and university leaders on campus. Developed leadership sessions for academic affairs retreats, which measured critical process challenges related to the campus leadership. Led the *Future of Work* initiative for the campus – an effort to reimagine the skills that students need to successfully compete in an ever-changing and technology-driven workforce market.

Created integrated curricular and co-curricular model for instilling professional skills in all students across the university. Instrumental service to university branding, leading to a new university brand, colors, logos and seal. Served on leadership team for developing the campus' academic masterplan and plans for development of 309 new acres of land for the campus.

Provost's Associate for Strategic Transformation *2020 – Present*

In this position, I am responsible for transforming lifelong learning, professional education, and international programs for the Cal Poly Pomona campus. Leadership in transformational university projects.

- Led the campus' *Future of Work* project and its implementation, including the strategic transformation of our College of the Extended University
- Created new campus-wide student success programs addressing career needs and essential skills, and providing new professional leadership programs for the campus.

Chief International Officer *2020 – Present*

In this position, I oversee all the university's international programs, including faculty and student exchange programs, short-term inbound and outgoing international programs, and relationships and agreements with international institutions and universities.

Interim Dean, *College of the Extended University* *2020 – Present*

The College of the Extended University houses the campus' professional and international/language programs, eight professional master's programs, and has a professional staff of 30. In addition to daily oversight of the college, my role is to help the college strategically transform to reflect the needs of the community, alumni, our colleges, industry, and other stakeholders.

- Transformed the college through an innovative appreciative inquiry process to best support the emerging educational needs of the future, and become a true educational partner for the citizens and organizations of California and beyond.
- Transformed the financial models in the college and across the university to ensure sustainability of the professional programs, including graduate degree programs.

University of California, Merced, CA 2011 – 2016

UC Merced is the newest campus in the 10-campus University of California system – a premier comprehensive research university.

Special Assistant to the Provost *2015 – 2016*

Led the campus' strategic visioning and strategic management process and managed the major change processes within the university for growth. Managed cross-functional cluster hires across three colleges and served on team for development of a $1.2 billion private/public partnership for campus expansion. Led all campus' initiatives in *Innovation & Entrepreneurship*, serving as a member of Stanford's *Pathways for Innovation* project. Helped build a campus-wide research center for spatial analytics and GIS, and developed shared research facilities in engineering and the sciences.

Dean *(interim),* ***School of Engineering*** *7/2014 – 9/2015*

Managed 52 faculty FTEs, 38 staff members, 80 postdocs and visiting faculty, 130 Ph.D. students across 4 Ph.D. programs, and 2,900 undergraduate students in 5 majors.

- Led a successful all-encompassing organizational transformation of the school from an entrepreneurial startup, to a mid-sized organization (culture, functions, personnel, processes).
- Created new faculty-focused programs to increase research funding by a 10-fold.
- Hired 12 new faculty members across the fields of Engineering and Management.
- Led the graduate programs in Engineering from being unranked to ranked #140 in the nation in the US News ranking, and successfully expanded its federal grants programs.
- Directed and secured over $30M in research grants from NASA, NFS, and NIH.

Director, The Ernest & Julio Gallo Management Program *2011 – 2016*

Led the university's strategy formulation, planning and implementation for creating a new management school.

- Created two new graduate programs in Management of Innovation, Sustainability & Technology (Ph.D. and M.S.) and hired the first cohort of management faculty.
- Created an ecosystem of innovation and entrepreneurship on campus through the development of an innovation and design clinic, and the development of several programs that culminate in an annual campus showcase entrepreneurship competition (*Innovate2Grow*). Led the fundraising and grant writing for these programs totaling around $250,000 per year for 3 years.
- Led the *National Parks Institute*, a global executive program for government leaders and leaders of parks and protected areas and raised $740,000 for creating a version of this program for the California State Parks.
- Served in advisory role for both Technology Management and Data Analytics programs across four of the ten University of California campuses.

Professor of Management & Engineering *2011 – 2016*

Taught undergraduate and graduate classes, and supervised Ph.D. students in management, economics, and computer science.

University of California, Riverside, CA 1991 – 1997 & 1999 – 2011

UC Riverside is a major campus in the 10-campus University of California system – a premier comprehensive research university. UC Riverside is an R1 university ranked #1 in Top Performers on Social Mobility (USN).

Associate Dean, School of Business Administration *2004 – 2006*

Responsible for external affairs, corporate and community integration, and new degree program innovations.

- Led the efforts in creating and implementing a new campus in Palm Desert, CA, and helped raise $20M for building of the campus.
- Designed a revenue generating Executive MBA program and Master of Accountancy program

Director, Heckmann Center for International Entrepreneurship *2004 – 2006*

Oversaw the implementing a new campus and new programs at the UC Riverside-Palm Desert, CA, campus.

- Developed and led an MBA program in entrepreneurship, which was ranked nationally at #23 only 2 years after implementation (Princeton Review)
- Helped secure over $25M funding from donors, local cities, and the state to support development of the campus.

Department Chair, Department of Management, School of Business Administration *1999 – 2005*

Managed a cross-functional department with 18 tenured/tenure track faculty across finance, marketing, and management.

- Chaired the faculty for four years (two terms), leading faculty governance efforts within the school and the university, serving in advisory capacity to the Chancellor.
- Led the School's first AACSB accreditation, and a WASC accreditation renewal.
- Led the efforts to reinvigorate the international alumni base for the school.
- Helped create the first university-wide center focused on sustainable suburban development, a major challenge for Southern California
- Developed cross-functional, campus-wide master's programs in innovation and entrepreneurship.

Area Coordinator, Management Information Systems, School of Business Administration *1993 – 1997*

Led an academic area with 10 full-time faculty. Oversaw the development and implementation of the graduate and undergraduate curricula in operations management, information systems, and accounting information systems

- Developed a new cross-functional undergraduate program in business information systems (jointly with

the College of Engineering)
- Oversaw the Student Consulting Program, interfaced with industry, and led projects across industries.
- Led the efforts to create the first systems engineering program at the university
- Created the first economic forecasting center for the Inland Southern California region, numerous student chapters for academic organizations, and the first MBA student-consulting consortium.

Professor *(Assistant '91; Associate '99; Full Professor '08)*
Accounting & Information Systems, School of Business Administration & Computer Science, Bourns College of Engineering (by courtesy) *1991 – 2011*
Taught undergraduate, graduate, and executive education courses in *Accounting & Information Systems*, and ran research programs. Directed Ph.D. students in *Computer Science* (College of Engineering).

The Ohio State University, Columbus, OH **1997 – 1999**

Assistant Professor of Accounting & Management Information Systems, *Fisher College of Business*
Taught graduate, undergraduate and executive education courses, and directed Ph.D. students. Led development of new Executive MBA program.

OTHER POSITIONS/EXPERIENCE & HONORS:

2012 – 2014	***Chair of the Faculty and The Executive Committee,*** *School of Engineering, University of California, Merced*
2011 – 2012	***IBM Faculty Research Fellow,*** *IBM*
2008 – 2009	***Management Accounting Award,*** *AICPA and the Management Accounting Section of the American Accounting Association*
1999 – 2001 & 2007 – 2009	***Chair of the Faculty and The Executive Committee,*** *School of Business Administration, University of California, Riverside*
1995 – 1996	***University of California Regents' Faculty Fellow***
1990 – 1991	***The Faculty of Management Sciences Research Fellow,*** *Fisher College of Business, The Ohio State University*
1987 – 1990	***Graduate Teaching and Research Assistant,*** *Fisher College of Business, The Ohio State University*
1987 – 1990	***Research Fellow***, *The Norwegian Research Council for Science & Humanities*
1986 – 1987	***Software Specialist,*** *Product Globalization and Business Consulting, Digital Equipment Corporation* (Oslo, Norway & Antibes, France)
1984 – 1985	***Systems Analyst,*** *A. Ahlström OY*, Helsinki, Finland (summers)
1981 – 1984	***Officer,*** *Infantry Division, Royal Norwegian Army.*

VISITING APPOINTMENTS (Academic):

2004 – 2017	***Distinguished Visiting Professor****, Antai School of Management, Shanghai Jiao Tong University*, Shanghai, China
2013 – 2016	***Visiting Scholar****, Department of Geography, University of California, Santa Barbara*
2007 – 2014	***Visiting Professor****,* Executive Education, *School of Business, University of Alberta*, Edmonton, Canada
2008	***Honorary Visiting Fellow****, Graduate School of Business, University of Wollongong*, NSW, Australia
2006 – 2007	***Visiting Professor****, School of Management, Drucker Center, Nanjing University*, Nanjing, China

1999 – 2000	***Faculty,*** Executive Education, *School of Management*, *SUNY Buffalo*, New York
1998 – 2000	***Faculty,*** Executive Education, *Fisher College of Business*, *The Ohio State University*
1994 – 2004	***Research Fellow,*** *International Center for Electronic Commerce*, *Korea Advanced Institute for Science and Technology* (KAIST), Seoul, Korea

SERVICE and PROFESSIONAL EXPERIENCE:

Board and Consulting Services,
Samsung Corporation, American Electric Power, The World Bank, IBM, AT&T, SK-Telecom, Victoria's Secret, BankOne, ESRI, EPIC Management, PrimeCare, Bourns Inc., Los Angeles County, Riverside County, Simtano, Statoil, Chartered Accountants of Canada, Balqon Corp., Dorsal Aerospace Corporation, and others *1991 – Pres*

Consultant, *California Department of Tax and Fee Administration (formerly The Franchise Tax Board)*, *2016 – 2020*

Board Member, *California State University Association of Business Deans* *2017 – Pres*
Steering Committee Member, *AACSB New Deans Learning Community* (NDLC) *2017 – 2020*
Board Member, *New Business Dean's Affinity Group*, AACSB International *2016 – 2020*
Board Member, *Norwegian American Chamber of Commerce*, Los Angeles, California *2017 – 2019*
Secretary, *Norwegian American Chamber of Commerce*, Los Angeles, California *2009 – 2012*
Regional Advisory Council Member, *American College of Healthcare Executives*, CA *2003 – 2007*
Vice President, Special Initiatives, *INFORMS Information Systems Society* *2000 – 2002*
Board Member, *INFORMS Computing Society* *1999 – 2002*
Secretary/Treasurer, *INFORMS Information Systems Society* *1997 – 2000*
Member, *Governor's Committee on the Improvement of Higher Education*, OH *1990 – 1991*

RESEARCH and PUBLICATIONS:

Primary Research Area: Intersection between management science, economics, and information systems, including *Business Analytics* (Privacy, security, networks, machine-learning, and risk), and *Strategy* (Platform economies, business models, risk, and innovation). Deep applied experience with strategy, change, and culture development. **Google Scholar:** *h-index*: **25**; *i10-index*: **35**.

Journal Articles under Review:

R1. Service Disruptions and Provider Choice (with H. Hidaji, B. Kolfal, B. Nault, R. Patterson, L. Yeo), **Manufacturing and Service Operations Management** (**MSOM**),1/30/2021.
R2. Modeling Security and Privacy Trade-Offs for Innovation (with L. Yeo, R. Patterson, and J. Rees Ulmer). In preparation for journal submission, March 2021.

Peer Reviewed Articles (in Academic Journals and Books):

1. H. Hidaji, R. Gopal, S. Kutlu, R. Patterson, E. Rolland, and D. Zhdanov, Real or Not? Identifying Untrustworthy News Websites using Third-Party Partnerships, **ACM Transactions on Management Information Systems**, Vol. 11, No. 3, August 2020, https://doi.org/10.1145/3382188.
2. E. Rolland, B. Mishra, M. Moore, and A. Satpathy, A Framework for Enterprise Risk Identification & Management: The Resource Based View. **Managerial Auditing Journal**, Vol. 34 Issue: 2, pp.162-188, 2019, https://doi.org/10.1108/MAJ-12-2017-1751.
3. R. Gopal, H. Hidaji, R. Patterson, E. Rolland, and D. Zhdanov, How Much to Share with Third-Parties? User Privacy Concerns and Website Dilemmas. **MIS Quarterly**, Vol. 42, No. 1, 2018.
4. R. Gopal, H. Hidaji, R. Patterson, E. Rolland, and D. Zhdanov, Our private data and the market for third-party providers of functionality to websites, London School of Economics, **LSE Business**

Review, October 2017 (practitioner focused, based on #3 above).

5. M. Farhadloo, R. Patterson, and E. Rolland, Modeling Customer Satisfaction from Unstructured Data Using A Bayesian Approach. **Decision Support Systems**, Vol. 90, pp. 1-11, 2016.
6. R. Gopal, H. Hidaji, R. Patterson, E. Rolland, and D. Zhdanov, Design Improvements for Message Propagation in Malleable Social Networks. **Production and Operations Management**, Vol. 25, No. 6, pp. 993–1005, June 2016.
7. M. Farhadloo and E. Rolland, Fundamentals of Sentiment Analysis and its Applications, in ***Sentiment Analysis and Ontology Engineering: An Environment of Computational Intelligence***, W. Pedrycz and S.M. Chen (eds), **Studies in Computational Intelligence**, Springer, Berlin-Heidelberg, 2016.
8. C. Yoon, C.Y. Jeong, and E. Rolland, Understanding Individual Adoption of Mobile Instant Messaging: A Multiple Perspectives Approach. **Information Technology & Management**, Vol. 16, No. 2, 2015. **Impact:** This paper was the one of the first to investigate adoption of mobile messaging technology.
9. C. Yoon and E. Rolland, Understanding Continuance Use in Social Networking Services. **Journal of Computer Information Systems**, Vol. 55, No. 2, 2015. **Impact:** This paper was the one of the first to investigate continuance use in social networks.
10. L. Yeo, E. Rolland, J. Rees-Ulmer, and R. Patterson. Risk Mitigation Decisions for IT Security. **ACM Transactions on Management Information Systems**, Vol. 5, No. 1, 2014.
11. E. Rolland, R.A. Patterson, P. Messinger, K.F. Ward, and A. Finn, Dual Rules for Service Evaluation. **Service Science** (INFORMS), Vol. 5, No. 4, December 2013. ***Best Paper Award/Honorable Mention*, Service Science 2014**.
12. T. Rosendahl, A. Egir and E. Rolland, How to Implement Multidisciplinary Work Processes in the Oil Industry; A Statoil Case, In ***Integrated Operations in the Oil and Gas Industry: Sustainability and Capability Development***, T. Rosendahl and V. Hepsø (eds), IGI Global, Hershey, PA, 2013.
13. R. Gopal, R. Patterson, E. Rolland, D. Zhdanov, The Social Network Meets Sherlock Holmes: Investigating the Missing Links of Fraud. **Computer Fraud & Security**, Vol. 2012, No.7, 2012. **Impact:** This was one of the first papers to analyze fraud from the perspective of identifying missing links in networks.
14. C.Yoon, and E. Rolland, Knowledge-Sharing in Virtual Communities: Familiarity, Anonymity and Self-determination Theory. **Behaviour & Information Technology**, Vol. 31, No. 11, 2012. **Impact:** This paper first identified the major driving forces of online knowledge-sharing behavior.
15. E. Rolland and R.H. Kim, Social Media and Management Communication, In ***Management Communication: An Anthology***, Updated and Revised 2nd Ed., F. Moshiri (ed.), Cognella, San Diego, CA, 2012.
16. E. Rolland and J. Gregg, Technology and Management Communication:
    a. In ***Management Communication: An Anthology***, Updated and Revised 2nd Ed., 2012.
    b. In ***Management Communication: An Anthology***, 2nd Ed., 2011.
    c. In ***Management Communication: An Anthology***, F. Moshiri (ed.), 2010.
17. E. Rolland and B. Mishra, Enterprise Risk Management: Combating a Growing Organizational Threat. **Journal of Accountancy**, February 2, 2011. **Impact:** This paper was a result my fellowship at AICPA, and proposed how to better understand and frame enterprise risk (post the 2008 recession).

18. E. Rolland, R. Patterson, and K.F. Ward, Boundary Decisions, Embeddedness, and the Co-Creation of Value. **Canadian Journal of Administrative Sciences**, Vol. 27, No. 1, 2010.
19. E Rolland, R. Patterson, K.F. Ward, and B. Dodin, Decision Support For Disaster Management. **Operations Management Research**, Vol. 3, No. 1-2, pp. 68-79, 2010. **Impact:** This paper promotes centralized coordination by proposing a mathematical model for scheduling distributed rescue units and the assignments of incidents to these units (98 cites, 1/21/2021).
20. E. Rolland, R. Patterson, and K.F. Ward, Dynamic Capabilities and e-Service. **Canadian Journal of Administrative Sciences**, Vol. 26, No. 4, December 2009, pp. 301-315.
21. B. Mishra and E. Rolland, A Strategic Framework for City Marketing: The SSRM. In ***Information Communication Technologies and City Marketing: Digital Opportunities for Cities around the World***, M. Gasco-Hernandez, T. Torres-Coronas (eds.), Information Science Ref, Hershey, PA, 2009.
22. K. Ward, E. Rolland and R. Patterson, Managing the Customer Relationship: A Framework for e-CRM Analysis. In ***Emergent Strategies for E-Business Processes, Services and Implications: Advancing Corporate Framework***, Advances in E-Business Research Series, Vol.3, IGI-Global, 2009.
23. L.C. Burr, R.A. Patterson, E. Rolland, and K.F. Ward, Integration of e-CRM in Healthcare Services: A Framework for Analysis. **International Journal of E-Business Research**, Vol.3, No.2, pp.1-12, 2007.
24. R. Patterson, E. Rolland, and L. Yeo, Security and Privacy in Outsourcing with Customer-Specified Risk Tolerance. **The Electronic Journal for Ecommerce Tools and Applications**, October 2006.
25. S. Khoury and E. Rolland, A Conceptual Model for Explaining the IT Investment Paradox in the Banking Sector. **International Journal on Technology, Policy & Management**, Vol. 6, No. 3, pp. 309-326, 2006.
26. K. Ward, E. Rolland, and R. Patterson, Improving Outpatient Healthcare Quality: Understanding The Quality Dimensions. **Health Care Management Review**, Vol. 30, No.4, pp. 361-371, 2005.
27. R. Barkhi, E. Rolland, J. Butler, and W. Fan, Decision Support System Induced Guidance for Model Formulation and Solution. **Decision Support Systems**, Vol. 40, No. 2, pp. 269-281, 2005.
28. E. Rolland, R. Patterson, and D. Fedotova, The Free ISP Model and Spinway, Inc. **INFORMS Transactions on Education**, Vol. 5, No. 3, pp. 55-63, 2005. Supplementary materials:
    a. E. Rolland, R. Patterson, Teaching Notes and Case Questions: The Free ISP Model and Spinway, Inc. – Supplement A. **INFORMS Transactions on Education**, Vol. 5, No. 3, pp. 68-69, 2005.
    b. E. Rolland, R. Patterson, Case Discussion: The Free ISP Model and Spinway, Inc. Supplement - B. **INFORMS Transactions on Education**, Vol. 5, No. 3, pp. 64-67, 2005.
29. H. Wang, V. Jacob, and E. Rolland, Design of efficient hybrid neural networks for flexible flow shop scheduling. **Expert Systems**, Vol. 20, No. 4, pp. 208-231, 2003.
30. V. Jayaraman, R. Patterson, and E. Rolland, The Design of Reverse Distribution Networks: Models and Solution Procedures. **European Journal of Operation Research**, Vol.150, No.1, 2003. **Impact:** This paper was one of the first in the literature to construct reverse/green distribution models and solution methods for such problems (687 citations per 1/2021).
31. R. Patterson and E. Rolland, The Cardinality Constrained Covering Traveling Salesman Problem. **Computers & Operations Research**, Vol. 30, No. 1, pp. 97-116, 2003. **Impact:** This paper has been credited in subsequent literature as being the first to introduce the CCC-TSP problem in combinatorics, and demonstrated its complexity under various conditions.

32. R. Patterson, & E. Rolland, A Decision Model for Configuration of Firm Boundaries in the Network Economy. **The Electronic Journal for E-Commerce: Tools & Applications**, Vol. 1, No. 2, 2002.
33. R. Patterson and E. Rolland, Hybrid Fiber-Coax (HFC) Network Design. **Operations Research**, Vol. 50, No. 3, pp. 538-551, 2002. **Impact:** This paper is one of the first to propose an AI-based generalized problem solving method applicable across problem types (adaptive reasoning technique).
34. C.H. Scott, O.G. Skelton, and E. Rolland, Tactical and Strategic Models for Satellite Customer Assignment. **Journal of the Operational Research Society**, Vol. 51, No. 1, pp.61-71, Jan. 2000. **Impact**: The methodology presented in this paper is used for balancing the load on the *GE Spacenet* series geosynchronous orbit satellites.
35. M. ElHafsi and E. Rolland, Negotiating Delivery Times in a Stochastic Manufacturing Environment. **IIE Transactions**, Vol. 31, No. 3, pp. 255-270, 1999.
36. S. Erevelles, V. Horton, E. Rolland, and C. Huntley, Incorporating Geographic Information Systems Into Marketing Education. **The Journal of Database Marketing**, Vol.6, No.4, pp. 357-371, 1999.
37. E. Rolland, A. Amiri, and R. Barkhi, Queueing Delay Guarantees in Bandwidth Packing. **Computers and Operations Research**, Vol. 26, pp. 921-935, 1999.
38. H. Pirkul, R. Gupta and E. Rolland, VisOpt: A Visual Interactive Optimization Tool for P-Median Problems. **Decision Support Systems**, Vol. 26, No. 3, pp. 209-223, 1999.
39. R. Patterson, E. Rolland and H. Pirkul, A Memory Adaptive Reasoning Technique for Solving the Capacitated Minimum Spanning Tree Problem. **Journal of Heuristics**, Vol. 5, pp. 159-180, 1999.
40. A. Amiri, E. Rolland, and R. Barkhi, Bandwidth Packing with Queuing Delay Costs: Bounding and Heuristic Solution Procedures. **European Journal of Operational Research**, Vol. 112, No. 3, pp. 635-645, (Feb. 1) 1999.
41. E. Rolland, R. Patterson and H. Pirkul, Memory Adaptive Reasoning and Greedy Assignment Techniques for the CMST. In ***Metaheuristics: Advances and Trends in Local Search Paradigms for Optimization***, Voss, Martello, Osman & Roucairol (eds.), Kluwer Academic, pp. 487-498, 1999.
42. E. Rolland and R. Maghroori, Enhancing Corporate Investment Decisions for IS/T: The Role of Leadership Strategies. In ***Measuring Information Technology Investment Payoff: Contemporary Approaches***, M.A. Mahmood (ed.), pp.266-281, IDEA Group Publishing, Hershey, PA, 1999.
43. B. Dodin, A.A. Elimam, and E. Rolland, Tabu Search in Audit Scheduling. **European Journal of Operational Research**, Vol. 106, pp. 373-392, 1998.
44. K.E. Rosing, C.S. ReVelle, E. Rolland, D.A. Schilling, and J. Current, Heuristic Concentration and Tabu Search: A Head to Head Comparison. **European Journal of Operational Research**, Vol. 104, pp. 93-99, 1998.
45. R. Maghroori and E. Rolland, Strategic Leadership: The Art of Balancing Vision with Policy, Procedures, & External Environment. **The Journal of Leadership Studies**, Vol.4, No.2, pp. 62-81, 1997.
46. E. Rolland, D.A. Schilling and J.R. Current, An Efficient Tabu Search Procedure for the P-Median Problem. **European Journal of Operational Research**, 96, pp. 329-342, 1996.
47. E. Rolland, H. Pirkul and F. Glover, Tabu Search for Graph Partitioning. **Annals of Operations Research**, Vol. 63, pp. 209-232, 1996. **Impact:** This paper was one of the first papers on tabu search in the field of meta-heuristics, and forms the basis for major software that layout plots for social networks (e.g., UCInet).

48. H. Pirkul and E. Rolland, New Heuristic Solution Procedures for the Uniform Graph Partitioning Problem: Extensions & Evaluation. **Computers & Operations Research**, Vol.21, No.8, 1994. **Impact:** This paper formed the basis for the implementation of the South Korean mobile phone network (built by Dacom, now LG).
49. J.R. Current, H. Pirkul and E. Rolland, Efficient Algorithms for Solving The Shortest Covering Path Problem. **Transportation Science**, Vol. 28, No. 4, pp. 317-328, 1994.
50. E. Rolland and H. Pirkul, Heuristic Solution Procedures for the Graph Partitioning Problem. In ***Computer Science and Operations Research: New Developments in Their Interfaces***, O. Balchi, R. Sharda and S. Zenios (eds.), Pergamon Press, UK, pp. 475-490, 1992.

Conference Papers (Peer Reviewed)

1. M.L. Yeo, R. Patterson, J. Rees Ulmer and E. Rolland, Artificial Intelligence: How Customer Reactions Impact Innovation. Session on ROI of AI, *INFORMS*, Phoenix, AZ November 2018.
2. M.L. Yeo, R. Patterson, J. Rees Ulmer and E. Rolland, Innovation vs. Security: Customer Demand Reaction to Adverse Events and Industry Innovation. *Workshop on Information Technology and Systems* **(**WITS/ICIS), Seoul Korea, December 2017.
3. R. Gopal, H. Hidaji, E. Rolland, R. Patterson and D. Zhdanov, The Dark Side of Third-Party Partners: An Empirical Analysis. *Workshop on Information Technology and Systems* **(**WITS/ICIS), Seoul Korea, December 2017.
4. H. Hidaji, B. Kolfal, R. Patterson, E. Rolland and L. Yeo, Information Security & Cloud Suppliers: How Customer Demand Reaction Shapes Supplier Choice Strategies. *Workshop on Information Technology and Systems* **(**WITS/ICIS), Seoul Korea, December 2017.
5. M.L. Yeo, R. Patterson, J. Rees Ulmer and E. Rolland. Innovation vs. Security: Customer Demand Reaction to Adverse Events and Industry Innovation. *Workshop on Information Technology and Systems* **(**WITS) *Feeder Conference*, Pomona, CA, May 26, 2017.
6. R. Gopal, H. Hidaji, E. Rolland, R. Patterson and D. Zhdanov. The Dark Side of Third-Party Partners: An Empirical Analysis. *Workshop on Information Technology and Systems* **(**WITS) *Feeder Conference*, Pomona, CA, May 26, 2017.
7. H. Hidaji, B. Kolfal, R. Patterson, E. Rolland and L. Yeo. Information Security & Cloud Suppliers: How Customer Demand Reaction Shapes Supplier Choice Strategies. *Workshop on Information Technology and Systems* **(**WITS) *Feeder Conference*, Pomona, CA, May 26, 2017.
8. R. Gopal, H. Hidaji, R. Patterson, E. Rolland, & D. Zhdanov. Usage of Third Parties in Publisher Websites. *Canadian Operational Research Society* (CORS) 2016, Banff, Alberta, Canada, May 29-June 1, 2016.
9. H. Hidaji, B. Kolfal, E. Rolland, R. Patterson and L. Yeo, Self-regulation and the 'Invisible Hand' of User Privacy Concerns, *Workshop on Information Technology and Systems* **(**WITS/ICIS), Dallas, TX, December 2015.
10. H. Hidaji, B. Kolfal, E. Rolland, R. Patterson and L. Yeo, To Share or Not to Share: Supplier Choice and Demand Reactions, *INFORMS Conference of Information Systems and Technology* (CIST), Philadelphia, PA, November 2015.
11. H. Hidaji, R. Gopal, R. Patterson, E. Rolland, D. Zhdanov, Information Sharing in Web Services. *Proceedings of the Workshop on Information Technology and Systems* (WITS/ICIS), December 2014.
12. H. Hidaji, R. Gopal, R. Patterson, E. Rolland, D. Zhdanov, Improving Cascade Propagation in Adaptable Network, *INFORMS Conference of Information Systems and Technology* (CIST), November 2014. **Best research paper video award**.

13. M. Farhadloo, E. Rolland, and R. Patterson, Customers are from Mars, Managers are from Venus: Deriving Customer Satisfaction Drivers from Online Reviews, *INFORMS Conference of Information Systems and Technology* (CIST), November 2014.
14. M. Farhadloo and E. Rolland, Multi-Class Sentiment Analysis with Clustering and Score Representation. *Proceedings of the IEEE International Conference on Data Mining*, Dec. 2013.
15. H. Hidaji, R. Patterson, E. Rolland, D. Zhdanov, and R. Gopal, Improving Message Propagation in Social Networks. *Proceedings of the Workshop on Information Technology and Systems/ICIS*, December 2013. **Best paper award** (poster presentation)
16. E. Rolland, M. Farhadloo, and R. Patterson, Automated Discovery of Customer Opinions using Aspect Level Analysis, In *8th INFORMS Workshop on Data Mining and Health Informatics*, Minneapolis, MN, October 2013.
17. T. Rosendahl, A. Egir and E. Rolland, Multi-Disciplinary Teams and the Oil Industry: A Concurrent Design Implementation at Statoil. In the *Proceedings of the International Academy of Management and Business*, San Diego, California, January 2008.
18. E. Rolland, K. Ward and R. Patterson, Managing Service Quality: A Framework for Evaluating Customer-Organization Interaction. In the *Proceedings of the Western Academy of Management*, Long Beach, CA, March 30 – April 1, 2006.
19. K. Ward, E. Rolland, and R. Patterson, Healthcare Quality: A Conceptual Framework for Patient Satisfaction. In the *Proceedings of the Western Academy of Management*, Alyeska, Alaska, April 2004. **Best Paper Nominee**
20. K. Ward, E. Rolland, and R. Patterson, Dimensions of Outpatient Healthcare Quality: A Managerial Perspective of Patient Perceptions. In *Proceedings of the Academy of Management*, New Orleans, LA, August 2004. (abstract)
21. E. Rolland and R. Patterson, Classification in Online Pay-For-Performance Advertising. In *The Workshop on Information Technology and Systems*, ICIS, Seattle, WA, pp. 219-224, December 2003.
22. S. Soni, R. Patterson, and E. Rolland, Path Selection With Protection For Existing Telecommunication Networks With Pre-Specified Alternative Paths, In *Proceedings of the 10th International Conference on Telecommunication Systems*, pp. 605-608, Nashville, TN, October 2002.
23. S. Khoury and E. Rolland, Technology, Firm Boundaries and Productivity Issues in the U.S. Banking Industry, *The Proceedings of the Global Investors Forum*, Montreaux, Switzerland, May, 2001.
24. J. Gerdes and E. Rolland, WWW: What Went Wrong -- An Analysis of the Apparent Collapse of the Dot Coms. In *Proceedings of the 3rd International Conference on Telecommunications and Electronic Commerce*, November 2000.
25. E. Rolland and R. Patterson, A DSS for Firm-Level Restructuring in the Electronic Economy. In *Proceedings of the 5th INFORMS Conference on Information Systems and Technology*, October 2000.
26. E. Rolland, V. Jacob, and H. Wang, Design of Efficient Hybrid Neural Networks For Flexible Flow Show Scheduling. *Proceedings of the Workshop on Information Technology and Systems*, Dec. 1999.
27. E. Rolland and R. Patterson, The Hybrid Fiber Co-axial Network Design Problem. In *The 1999 Workshop on* Information *Technology and Systems (WITS)*, ICIS, December 1999.
28. E. Rolland, A. Amiri and R. Barkhi, Integrated Design of Topology, Queueing Delay Guarantees in Bandwidth Packing. *Proceedings of the 3rd INFORMS Conference on Information Systems and Technology*, April 1998.
29. V. Jayaraman, R. Patterson and E. Rolland, The Design of Reverse Distribution Networks: Model and Solution Procedure. *Proceedings of the 3rd INFORMS Conference on Information Systems and Technology*, pp. 279-283, April 1998.

30. R. Patterson and E. Rolland, Integrated Design of Topology, Concentrator Locations, and Capacity Selection for Tree-Star Access Networks. In *Proceedings of the 6th International Conference on Telecommunication Systems*, pp. 4-12, March 1998.
31. S. Erevelles, V. Horton, E. Rolland, C. Huntley and S-F. Chen, Geographic Information Systems in Marketing, in *Expanding Marketing Horizons Into The 21st Century*, *Proceedings of The Association of Marketing Theory and Practice*, Vol. 7, pp. 29-38, 1998.
32. E. Rolland, R. Patterson, and H. Pirkul, Memory Adaptive Reasoning and GRASP Techniques for the Capacitated Minimum Spanning Tree Problem. In *Proceedings of the 2nd Metaheuristics International Conference*, pp. 33-40, Antibes, France, July 1997.
33. R. Patterson, E. Rolland and H. Pirkul, A Memory Based Heuristic for the Capacitated Minimum Spanning Tree Problem. In *Proceedings of the 5th International Conference on Telecommunication Systems*, pp. 1-13, March 1997.
34. E. Rolland and H. Pirkul, An Efficient Real-Time Algorithm for Diagnostic Reasoning in Expert Systems. In *Proceedings of the International Association for Computer Information Systems*, pp. 561-569, September 1996.
35. E. Rolland and R. Gupta, New Linkages Between GIS and Combinatorial Optimization. In *Proceedings of the 2nd Americas Conference on Information Systems*, Association for Information Systems, pp. 512-514, August 1996.
36. E. Rolland and R. Maghroori, Alternative Leadership Strategies for Information Systems Management. In *Proceedings of the 1st INFORMS Conference on Information Systems and Technology*, pp. 98-104, May 1996.

Edited Volumes, Abstracts, and Other Publications

1. R. Patterson and E. Rolland (eds.), *Proceedings of the 20th Workshop on Information Technology and Systems (WITS)*, St. Louis, MO, December 2010.
2. E. Rolland and R. Patterson, A Taxonomy of Problem Solving and Heuristic Search. University of Alberta, March 15, 2010. (Technical Report)
3. B. Mishra and E. Rolland, A Framework for Enterprise Risk Identification & Management. The American Institute for Certified Public Accountants (AICPA), December 13, 2009. (Research Report)
4. G.K. Tayi and E. Rolland, Special Issue on Communication Networks: Design and Management, **Information Technology and Management**, Vol. 4, No. 1, 2003.
5. R. Patterson, E. Rolland, R. Barr, and G.W. Ester, Special Issue on Telecommunications Grooming, **Optical Networks**, Vol. 2, No. 3, The International Society for Optical Engineering, May/June 2001.
6. E. Rolland and N.S.U. Umanath (eds.), *Proceedings of the 4th Conference on Information Systems and Technology* **(**INFORMS), Cincinnati, OH, May 1999.
7. E. Rolland, R. Patterson and B. Dodin, A Memory Adaptive Reasoning Technique for Solving the Audit Scheduling Problem. In Social Science Network Electronic Library – Accounting Research Network, April 3, 1998. (abstract)
8. E. Rolland, The Frontiers of Expert Systems and Artificial Intelligence, by E.J. Dudewicz et al. (eds.). In **The European Journal of Operational Research**, October 1991.
9. E. Rolland, Scientific Workplace. In INFORMS Computer Science Technical Section Newsletter, Vol. 16, No. 2, pp.3, 6 & 15, 1995.
10. E. Rolland, Reference Software for Academic Research. In Operations Research Society of America - Computer Science Technical Section Newsletter, Vol. 15, No. 1, pp. 9 & 20, 1994.
11. E. Rolland, Computing Strategies. In Operations Research Society of America - Computer Science Technical Section Newsletter, Vol. 14, No. 2, pp. 4 & 28, 1993.
12. E. Rolland, Portable Computing. In Operations Research Society of America - Computer Science

Technical Section Newsletter, Vol. 14, No. 1, p. 4, 1993.

Academic Conference Presentations

P1. "Strategic Planning in a New Light", AACSB Annual Global Accreditation Conference, September 24, 2020. Jointly with Nikolaj Malchow-Møller, President, Copenhagen Business School. Video: https://bit.ly/36rl2Sd
P2. Excelling in the New Normal" (executive panel), Avanade FUEL Conference for Women in STEM and global interns, July 17, 2020
P3. "Delivering an Effective Career Readiness and Professional Development Curriculum", AACSB Annual Meeting, Honolulu, HI, April 22-24, 2018 (panel).
P4. "Business Challenges, Values, and Innovation", IEEE Wireless Technology Symposium, Phoenix, AZ, April 17-19, 2018 (Keynote).
P5. "Challenges & Opportunities Facing Business Schools in 2018", Western DSI, Kauai, HI April 2-6, 2018 (panel).
P6. "Value Creation and Innovation: A Structured Perspective", Tokyo Digital Business Innovation Center, Tokyo, Japan, November 16, 2017.
P7. "From Management Science to Analytics: What does the future hold for POM", *CSU POM Conference*, Pomona, CA, February 2017.
P8. "Assessing the credibility of online information at scale", *INFORMS International Conference*, Kona, Hawaii, June 2016.
P9. "Self-regulation and the 'Invisible Hand' of User Privacy Concerns", *Workshop on Information Technology and Systems* **(**WITS), Dallas, TX, December 2015.
P10. "To Share or Not to Share: Supplier Choice and Demand Reactions", *INFORMS Conference of Information Systems and Technology*, Philadelphia, PA, November 2015.
P11. "Information Security Investments: Better Together?", INFORMS, Philadelphia, PA, November 2015.
P12. "How Much to Share with Third-Parties? A Website's Dilemma and Users' Privacy Concerns", Theory in Economics of Information Systems (TEIS), Banff, Canada, March 2015.
P13. "The Role of Technology and Automation in Modern Service Systems", Panel Presentation, *Hawaii International Conference on Systems Science*, Kauai, HI, January 2015.
P14. "Third-Party Web Sharing: Market Structure and Privacy Concerns", *Workshop on Information Technology and Systems* **(**WITS), Auckland, New Zealand, December 2014.
P15. "Improving Cascade Propagation in Adaptable Network", *INFORMS CIST*, San Francisco, CA, November 2014. **BEST RESEARCH VIDEO AWARD.**
P16. "Customers are from Mars, Managers are from Venus: Deriving Customer Satisfaction Drivers from Online Reviews", INFORMS CIST, San Francisco, CA, November 2014.
P17. "Multi-Class Sentiment Analysis with Clustering and Score Representation", *IEEE International Conference on Data Mining* **(**ICDM), Dallas, TX, December 2013.
P18. "Improving Message Propagation in Social Networks", *Workshop on Information Technology and Systems* **(**WITS), Milan, Italy, December 2013. **BEST POSTER PAPER AWARD.**
P19. "Automated Discovery of Customer Opinions using Aspect Level Analysis", 8th INFORMS Workshop on Data Mining and Health Informatics, Minneapolis, MN, October 2013.
P20. "Social Networks and Team Selection: Implications for Worker Productivity", Statistical Challenges in eCommerce Research (SCECR), Lisbon, Portugal, June 28, 2013.
P21. "Minimum Cost Edge-Addition Social Network Diffusion Problem", *2013 Alberta Research Conference on Operations*, University of Alberta, Edmonton, Alberta, April 2013.
P22. "Model Specification and Data Aggregation in Location Problems", *2013 INFORMS Computing Society Conference*, Albuquerque, NM, January 2013.

P23. "Algorithmic Approaches to Fraud Prevention and Investigation", 2012, INFORMS, Phoenix, AZ, October 2012.
P24. "Impact of Model Choice, Aggregation, and Data Preparation for an EMS Station Location Model", INFORMS, Austin, Texas, November 7, 2010.
P25. "Risk Mitigation Decisions for IT Security", 2010 Workshop on IT Security, University of Alberta, May 29th, 2010.
P26. "Solution Quality, Bounding, and Strong & Weak Formulations", Ph.D. Seminar, University of Alberta, Department of Accounting & MIS, January 27, 2010.
P27. "Enterprise Agility and Logistics Optimization", Optimization for Logistics Planning Workshop, UC Davis, October 10, 2009.
P28. "Multi-Disciplinary Teams and the Oil Industry: A Concurrent Design Implementation at Statoil", The 4thInternational Academy of Management and Business Conference, San Diego, CA, January 2008.
P29. Discussant, Major findings from the Conference: Symposium on E-Commerce and E-Business in China (SEEC), At the Ninth International Conference on E-Commerce (ICEC 2007), Minneapolis, MN, USA, August 19, 2007.
P30. Discussant, Collaborative Research for the Study of E-Commerce and E-Business in China, At the Ninth International Conference on E-Commerce (ICEC 2007), Minneapolis, MN, USA, August 10, 2007.
P31. "*MIS Research*", Department of MIS, Shanghai Jiao Tong University, Shanghai, China, October 2006.
P32. "*The Structure of MIS*", Department of MIS, Shanghai Jiao Tong University, Shanghai, China, April 2006.
P33. "*Service Management in the Global Economy*", The Drucker Center, College of Business, Nanjing University, Nanjing, China, April 2006.
P34. "*The Structure of the MIS Research Discipline*", MIS Research Colloquium, Department of Accounting and MIS, University of Alberta, Edmonton, Canada, January 2005.
P35. *"Dimensions of Outpatient Healthcare Quality: A Managerial Perspective of Patient Perceptions"*, Academy of Management, New Orleans, LA, August 2004.
P36. *"Healthcare Quality: A Conceptual Framework for Patient Satisfaction"*, Western Academy of Management, Alyeska, Alaska, April 2004. **BEST PAPER NOMINEE.**
P37. *"Classification in Online Pay-For-Performance Advertising"*,the 2003 Workshop on Information Technology and Systems, ICIS, Seattle, WA, December 2003.
P38. *"Bertrand Competition and Internet Pricing: Rethinking the E-Commerce Business Model"*, Department of Accounting and MIS, University of Alberta, Edmonton, Canada, April 2002.
P39. *"Technology Investments and Boundary Decision for the Banking Sector"*, The Lebanese Association of Banks (*ABL*), Beirut, Lebanon, December 2001.
P40. "*The Information Technology Productivity Paradox and the Banking Sector: Its Existence and Possible Explanations*", Hawaii International Conference on Business, Honolulu, Hawaii, June 2002.
P41. *"Are Prices Really Lower on the Internet"*, INFORMS International Conference, Maui, Hawaii, June 2001.
P42. *"Technology, Firm Boundaries And Productivity Issues In The U.S. Banking Industry",* Global Investors Forum, Montreaux, Switzerland, May 2001.
P43. *"Are Prices Lower on the Internet"*, presented at the Anderson School, UCLA, February 2001.
P44. "WWW: What Went Wrong -- An Analysis of the Apparent Collapse of the Dot Coms", presented at the Anderson School, UCLA, February 2001.

P45. *"A DSS for Firm-Level Restructuring in the Electronic Economy"*, presented at the 5th INFORMS Conference on Information Systems and Technology, San Antonio, Texas, Nov. 2000.
P46. *"WWW: What Went Wrong -- An Analysis of the Apparent Collapse of the Dot Coms"*, presented at INFORMS, San Antonio, Texas, Nov. 2000.
P47. *"e-Transformation and Strategy"*, a series of 6 public lectures given at Samsung Corporation, Seoul, Korea, September 2000.
P48. *"Firm-Level Restructuring in the Electronic Economy"*, 12th Annual DIS Meeting, Sabanci University & University of Florida, Istanbul, Turkey, July 2000.
P49. *"E-Commerce and Product Pricing"*, Research Seminar Series, School of Information Systems, Claremont Graduate University, Claremont, CA, April 2000.
P50. *"Search, Greedy Heuristics And Adaptive Reasoning: An Application for the ASP Market"*, Bourns College of Engineering, Computer Science Colloquium, University of California, Riverside, CA, Feb. 7, 2000.
P51. *"The Cardinality Constrained Covering Traveling Salesman Problem"*, INFORMS Computing Society Conference, Cancun, Mexico, January 2000.
P52. *"Design of Efficient Hybrid Neural Networks For Flexible Flow Show Scheduling"*, Workshop on Information Technology and Systems (WITS), ICIS, Charlotte, NC, December 1999.
P53. *"The Hybrid Fiber Co-axial Network Design Problem"*, Workshop on Information Technology and Systems (WITS), ICIS, Charlotte, NC, December 1999.
P54. *"Heuristic Search and ART"*, invited panel presentation, INFORMS Spring, Cincinnati, OH, May 1999.
P55. *"Satellite Management"*, presented at the Ph.D. Seminar Series, Department of Accounting & Information Systems, Pamplin School of Business, Virginia Tech., September 1998.
P56. *"Queueing Delay Guarantees in Bandwidth Packing"*, presented at the 3rd INFORMS Conference on Information Systems & Technology, Montreal, Canada, April 1998.
P57. *"The Design of Reverse Distribution Networks: Model and Solution Procedure"*, presented at the 3rd INFORMS Conference on Information Systems & Technology, Montreal, Canada, April 1998.
P58. *"Integrated Design of Topology, Concentrator Locations, and Capacity Selection for Tree-Star Access Networks"*, presented at the 6th International Conference on Telecommunication Systems, Nashville, TN, March 5-8, 1998.
P59. *"Optimizing Water Management Operations"*, presented at the INFORMS CSTD meeting in Monterey, CA, January 1998.
P60. *"Memory Based Heuristics and Grasp for Audit Scheduling",* presented at the INFORMS CSTD meeting in Monterey, CA, January 1998.
P61. *"New Heuristics for the Capacitated Minimum Spanning Tree Problem"*, presented at the INFORMS CSTD meeting in Monterey, CA, January 1998.
P62. *"The CMST Tree-Star Problem"*, presented at the INFORMS meeting in Dallas, TX, November 1997.
P63. *"ART, GRASP and Audit Scheduling"*, presented at the INFORMS meeting in Dallas, TX, November 1997.
P64. *"Memory Adaptive Reasoning and Greedy Assignment Techniques for the CMST",* presented at the Second Metaheuristics International Conference, Antibes, France, July 1997.
P65. *"New Heuristics for the Capacitated Minimum Spanning Tree Problem",* presented at the EURO-INFORMS Joint International Conference, Barcelona, Spain, July 1997.
P66. *"Path Assignment in Call Routing"*, presented at the INFORMS meeting in San Diego, CA, May 5, 1997.

P67. *"A Memory Based Constraint Addition Heuristic for the Capacitated Minimum Spanning Tree Problem"*, presented at the INFORMS meeting in San Diego, CA, May 5, 1997.
P68. *"A Memory Adaptive Reasoning Technique for Solving the Audit Scheduling Problem"*, presented at the Workshop on Scheduling & Heuristic Search, AGSM, University of California, Riverside, CA, May 8, 1997.
P69. *"The Role of Quantitative Methods in Satellite Communications Management"*, presented at The Department of Statistics, Ph.D. Seminar Series, University of California, Riverside, CA, April 29, 1997.
P70. *"Memory Based Constraint Addition for the Capacitated Minimum Spanning Tree Problem"*, presented at the 5th International Conference on Telecommunication Systems, Nashville, TN, March 20-23, 1997.
P71. *"Models and Heuristic Solution Procedures for Satellite Customer Assignment"*, presented at Accounting & MIS Departmental Research Seminar Series, Fisher College of Business, Ohio State University, Columbus, OH, February 1997.
P72. *"An Efficient Real-Time Algorithm for Diagnostic Reasoning in Expert Systems",* presented at International Association for Information Systems, Las Vegas, NV, September 1996.
P73. *"New Linkages Between GIS and Combinatorial Optimization",* presented at the Second Americas Conference for Information Systems (AIS), Phoenix, Arizona, August 1996.
P74. *"A Tabu Search Method for Constrained Real-Number Search: Applications to Portfolio Selection",* presented at the School of Management, University of Texas at Dallas, June 1996.
P75. *"Tabu Search for Audit Scheduling"*, presented at the INFORMS Conference in Washington, DC, May 1996.
P76. *"Alternative Leadership Strategies for Information Systems Management"*, presented at the First INFORMS Conference on Information Systems & Technology, Washington, DC, May 1996.
P77. *"A Strategic Model for Satellite Customer Assignment"*, presented at the INFORMS Conference in Washington, DC, May 1996.
P78. *"Tabu Search for Set-Covering Problems"*, presented at the INFORMS Computer Science Technical Section Conference in Dallas, Texas, January 1996.
P79. *"Tabu Search for Audit Scheduling"*, presented at the INFORMS (ORSA/TIMS) in New Orleans, Louisiana, October 1995.
P80. *"Tabu Search and algorithm Animation: the case of the p-median problem"*, presented at the Bourns College of Engineering, Computer Science Colloquium, October 1995.
P81. *"A Tabu Search Method for Constrained Real Number Search"*, presented at the First Metaheuristics International Conference, Breckenridge, Colorado, July 1995.
P82. *"Visualization in Optimization"*, presented at the Graduate School of Management, University of California at Irvine, February 1995.
P83. *"Visual vs. 'Real' Optimization"*, presented at the International Federation of Operations Research Society SPC-3 meeting (IFORS - SPC3), Santa Monica, California, January 1995.
P84. *"Heuristic Search Techniques Applications in Finance"*, presented at the Norwegian Institute of Technology, Trondheim, Norway, November 1994.
P85. *"Diagnostic Reasoning & Expert Systems Applications"*, presented at Computas Expert Systems, Oslo, Norway, November 1994.
P86. *"Abstract Heuristic Search for Financial Applications"*, presented at the Fall ORSA/TIMS meeting in Detroit, Michigan, October 1994.
P87. *"Constrained Genetic Search for Real Numbers: Applications to Portfolio Selection Problems with Higher Moments"*, presented at the Mathematical Programming Society's International Symposium, Ann Arbor, Michigan, August 1994.

P88. *"Skewness and the Mean-Variance Frontier: A Genetic Algorithm Approach"*, research seminar at the A. Gary Anderson Graduate School of Management, May 1994.
P89. *"Information Technology: Vertical & Horizontal Integration in Health Care Organizations"*, presented at the 3rd Annual Inland Empire Health Care Management Conference, Riverside, California, May 1994.
P90. *"Skewness and the Mean-Variance Frontier: A Genetic Algorithm Approach",* presented at the fall ORSA/TIMS meeting in Phoenix, Arizona, November 1993.
P91. *"Heuristic Search Applications in Location Analysis and Modeling",* presented at the International Federation of Operations Research Society (IFORS), Lisbon, Portugal, July 1993.
P92. *"Interactive Heuristic Search Methods"*, ORSA/TIMS, Chicago, Illinois, May 1993.
P93. *"Automated Reasoning and Abstract Heuristic Search: Applications in Diagnosis"*, presented at the Claremont Graduate School, Claremont, California, February 1993.
P94. *"A Computationally Efficient Approach to Test Ordering and Diagnosis"*, presented at the Fall ORSA/TIMS meeting in San Francisco, California, November 1992.
P95. *"New Heuristics for the Set-Covering Problem"*, presented at the Fall ORSA/TIMS meeting in San Francisco, California, November 1992.
P96. *"Visual Optimization - An Interactive, Cognitive Approach"*, presented at the EURO XII/TIMS XXXI meeting in Helsinki, Finland, July 1992.
P97. *"Tabu Search for Diagnosis and Covering Problems"*, presented at the Graduate School of Management, University of California-Riverside, June 1992.
P98. *"Heuristic Solution Procedures for the Graph Partitioning Problem",* presented at the ORSA Computer Science Technical Section's Conference in Williamsburg, Virginia, January 1992.
P99. *"Abstract Heuristic Search Methods for Diagnosis and Covering Problems",* presented at the Fall ORSA/TIMS meeting in Anaheim, California, November 1991.
P100. *"Abstract Heuristic Search for the Multiple Graph Partitioning Problem",* presented at the Fall ORSA/TIMS meeting in Anaheim, California, November 1991.
P101. *"Heuristic Search: Mathematical Programming vs. Genetic Algorithms"*, presented at the Spring ORSA/TIMS meeting in Nashville, Tennessee, May 1991.
P102. *"Problem Abstraction in Model Management"*, ORSA/TIMS meeting in New York, New York, October 1989.

EDITORIAL POSITIONS:

Editor-In-Chief:
The Journal of Information Technology and Management (ITM, Springer), 2012 – 2020.
As of 2018, *ITM* had the 15th highest ranking of Springer journals in business and management.

Editorial Board:
Journal of Risk and Financial Management, 2020 – 2022

Associate Editor:
Information Technology and Management, 1998 – 2012
Decision Sciences*,* 2011 – 2015
International Journal of Business Information Systems, 2005 – Present
Electronic Commerce Research and Applications (ECRA)*,* 2001 – Present
Electronic Journal on E-Commerce Tools and Applications, 2001 – Present
Operations Research *(INFORMS),* 2000 - 2002
Journal of Intelligent Systems in Accounting Finance & Management, 2000 – 2003
Journal on Computing *(INFORMS)*, 1995 – 2000
International Journal of Computational Intelligence and Organizations, 1995 – 1997

Journal of Heuristics, 1994 – 2001

RESEARCH GRANTS (Awarded):

1. 2020: Applied Mathematics & Engineering: Virtual Reality Class, Santa Maria Bonita School District, Bakersfield City School District, Lindsay Unified, San Luis Obispo County Office of Education ~$500,000
2. 2016: From Computational Literacy to Fluency: Developing and Piloting an Institution-Wide Graduate Certificate in the Computational Sciences, **National Science Foundation** $500,000
3. 2015: Innovation & Sustainable Development, **Wells Fargo** $100,000
4. 2014: Engineering Leadership Grant, **PG&E** $15,000
5. 2014: Innovation & Sustainable Development, **Wells Fargo** $100,000
6. 2014: Leadership for Conservation, **State of California**, **Bechtel Foundation, CA Parks Institute** $735,000
7. 2011: IBM Faculty Research Fellow Award, **IBM** $10,000
8. 2008-2009: Management Accounting Award, **AICPA** $13,000
9. 2000: Software Grant, **ESRI** ($7,000) $7,000
10. 2000: Software Grant, **Orenberg International** $577,000
11. 1997-1998: The Ohio State University Seed Grant $13,000
12. 1997: **Riverside County Transportation Commission** $10,000
13. 1996-1997: **Riverside County Economic Development Agency** $55,000
14. 1995-1996: **California Department of Conservatio**n $100,000
15. 1994-1995: **Los Angeles County Metropolitan Transport Authority** $25,000
16. 1995-1996: Regent's Faculty Fellowship, **University of California**
17. 1991-2011: Academic Senate Research Grants, **UC Riverside**, $1,500-$3,000 annually

CONFERENCE CHAIR:

- Conference Co-Chair, *WITS Feeder Conference on CyberSecurity*, Pomona, CA, May 2017.
- Conference Co-Chair, *WITS 2010*, St. Louis Missouri, December 2010.
- Conference Co-Chair, *Annual Workshop on IT Security*, Edmonton, AB, Canada, April 2010.
- Research Papers Chair, *4th International Conference*, *Association for Information Systems* (AMCIS), Long Beach, CA, August 2000.
- Conference Chair, *INFORMS 4th Joint Conference on Information Systems and Technology* (CIST), INFORMS, Cincinnati, Ohio, May 1999.
- Workshop Organizer/Chair, International Workshop on Scheduling & Heuristic Search, AGSM, University of California, Riverside, CA, May 8, 1997.

PROGRAM COMMITTEES:

- International Program Committee, *23rd International Conference on Enterprise Information Systems* (ICEIS), 2021.
- International Programme Committee, SIGSAND/PLAIS EuroSymposium, 2016.
- Program Committee, *Workshop On Information Technologies And Systems* (WITS), 1999 – 2005, 2009 – 2018.
- Program Committee Member, *INFORMS Conference on Information Systems and Technology*, 1996 – 2006, 2010 – 2015.
- Program Committee Member, *INFORMS Computing Society Conference*, 1998 – 2005, 2013.
- International Program Committee Member, *International Conference on e-Business*, Seville, Spain, 2011 – 2014.

- International Program Committee Member, *International Conference on Electronic Commerce*, 1998 – 2003, 2007, 2011, 2014.
- Scientific Program Committee Member, *e-Society, 2004 – 2014*.
- Program Committee Member, The Second Conference of the Business, Information and Management Academy (BIMA 2008), Sharjah, United Arab Emirates, March 2008.
- Program Committee Member, Symposium on E-Commerce and E-Business in China (SEEC), At the Ninth International Conference on E-Commerce (ICEC 2007), Minneapolis, MN, USA, August 19-22, 2007
- Program Committee Member, *International Conference Information Systems* (ICIS), 1999.

PROGRAM CLUSTER CHAIR:

- Cluster chairperson for Artificial Intelligence cluster at the INFORMS meeting in New Orleans, Louisiana, October 1995.
- Cluster chairperson for Management Science & Computer Science cluster at the International TIMS meeting in Anchorage, Alaska, June 1994.

SESSION CHAIR:

- Session Chairperson for Heuristic Search, *INFORMS*, Seattle, WA, November 1998.
- Session Chairperson for Systems Analysis & Design, *INFORMS*, Montreal, Canada, April 1998.
- Session Chairperson for New Advances in Memory-Based Search, *INFORMS Computer Science Technical Section's Conference*, Monterey, California, January 1998.
- Session Chairperson for Heuristic Search, *INFORMS*, Dallas, Texas, November 1997.
- Session Chairperson for Heuristic Search, *INFORMS*, San Diego, CA, May 1997.
- Session Chairperson for OR and Telecommunications, *EURO-INFORMS*, Barcelona, Spain, July 1997.
- Session Chairperson for the GIS Sub track, *Association for Information Systems Conference* in Phoenix, AZ, August 1996.
- Session Chairperson for IS/T Strategy, *First INFORMS Conference on Information Technology*, Washington D.C., May 1996.
- Session Chairperson for the Heuristic Search for Assignment & Scheduling at the *INFORMS* conference in Washington D.C., May 1996.
- Session Chairperson for the Heuristic Search Applications in Finance at the *INFORMS* (ORSA/TIMS) in New Orleans, Louisiana, October 1995.
- Session Chairperson for the Modeling Languages session at the *ORSA Computer Science Technical Section's Conference* in Williamsburg, Virginia, January 1994.
- Session Chairperson for the Abstract Heuristic Search session at *ORSA/TIMS* in Phoenix, Arizona, November 1993.
- Session Chairperson for the Abstract Heuristic Search session at *ORSA/TIMS* in Chicago, Illinois, May 1993.
- Session Chairperson for the Heuristic Search session at *ORSA/TIMS* in San Francisco, California, November 1992.
- Session Chairperson for the Geographic Information Systems and Management Support session at *EURO TIMS* in Helsinki, Finland, June 1992.
- Session Chairperson for the Intelligent Systems session at *ORSA/TIMS* in Anaheim, California, November 1991.

- Session Chairperson for the AI/OR Interfaces session at *ORSA/TIMS* in Nashville, Tennessee, May 1991.

SERVICE TO THE UNIVERSITY (Since 2012):

- Member, Lanterman Campus Development Committee, 2018 - .
- Member, Associate Vice President for Communications, Cal Poly Pomona, 2020.
- Chair, Associate Vice President for Talent Management, Search Comm., Cal Poly Pomona, 2018.
- Member, Academic Masterplan Committee, 2016-2018
- Member, Associate Vice President for Development, Search Committee, Cal Poly Pomona, 2017.
- Member, Branding Steering Committee, Cal Poly Pomona, 2017-2018.
- Member, Dean's Search, College of Agriculture, Cal Poly Pomona, 2017-2018.
- Member, IT Governance Executive Committee, Cal Poly, 2016-2017.
- Member, Chancellor's Chief of Staff Search, UC Merced, 2016.
- Chair, Chief Financial and Administrative Officer Search, School of Engineering, 2016.
- Co-Chair, Director of UC Merced's Operating Budget and Academic Planning, 2016.
- Co-Chair, Director of UC Merced's Capital and Long-Range Planning, 2016
- Chair, 3 Management professor positions, 2015-2015.
- Chair, Resource Management Faculty position, 2015-2016.
- Member, Computational Science and Data Analytics Custer hire (4 positions), 2015-2016.
- Academic Senate Program Review Committee, Member, Elected, 2012 - 2013.
- Faculty Chair, School of Engineering, Elected. 2012 - 2013.
- Faculty Search Committee, Assistant VAP, Chair, Appointed. 2012 –2013.
- Faculty Search Committee, Rank Open position in Resource Management, 2012 – 2014.
- Board Member, Sierra Nevada Research Institute (ORU), 2013 -2016
- Steering Committee Member, Spatial Analytics Research Center (SpARC), 2012 –2016.
- Planning Group Member, Ad Hoc, Future School of Management and Graduate Programs in Management, 2012 - 2016.
- Planning Group Member, Entrepreneurship at UC Merced, 2012 – 2013.

TEACHING EXPERIENCE:

Undergraduate:

1. Information Systems/Introduction to MIS
2. Technology Strategy & Business Models
3. Accounting Information Systems
4. Electronic Commerce
5. Analytics & Decision Modeling
6. Systems Analysis
7. Database Management
8. Information Technology Management
9. Telecommunications Management
10. Statistics for Management
11. Operations & Supply Chain Management
12. Expert Systems, AI, Blockchain

Graduate (MBA/MS):

1. Business Analytics
2. Information Systems
3. Business Model Innovation
4. Management Capstone (integration course)
5. Systems Analysis
6. Entrepreneurship (various courses)
7. Database Management
8. Project Management
9. Telecommunications Management
10. Visualization & Management Decision Making

Executive MBA:

1. Technology Management & Strategy
2. Business Model Innovation
3. Project Management
4. Leadership & Strategy
5. Resource Management
6. Enterprise Risk Management
7. Strategic Planning

Ph.D.:

1. Seminars in Business Analytics
2. Seminars in Information Systems Research
3. Seminars in Heuristic Search

RECENT Ph.D. STUDENTS:

- Mohsen Farhadloo, Assistant Professor, Supply Chain and Business Technology Management, Molson School of Business, **McGill University**, Montreal, Canada.
- Lisa Yeo, Assistant Professor, E&J Gallo Management Program, School of Engineering, **University of California, Merced**, California.
- Hooman Hidaji, Assistant Professor, Business Technology Management, Haskayne School of Business, **University of Calgary**, Calgary, Canada.

CANDIDATE REFERENCES
Erik Rolland, Ph.D.

ALL REFERENCE REQUIRE CANDIDATE APPROVAL BEFORE CONTACTING

#1	
Name	Dr. Raymond A. Patterson
Title	Professor and Chair
Organization	University of Calgary, Haskayne School of Business
City, State	Calgary, Alberta, Canada
Cell Phone #	1 (403) 966-2041
Work Phone #	Same as Cell during Covid
E-mail address	raymond.patterson@ucalgary.ca
Relationship	Colleague, co-author
Other comments	Dr. Patterson is a colleague and co-author with whom I have worked closely over the past 25 years. In addition to writing academic papers, we have co-taught Ph.D. seminars and executive education courses for private and public organizations, as well as delivered executive education for personnel holding senior university leadership positions. We have jointly edited one of the major journals in our field, and co-chaired international, national and regional academic conferences. Dr. Patterson can comment on most of my academic and administrative work, my career, skills, accomplishments, leadership style, teaching style, and personal values.
#2	
Name	Mr. Jeff Cox
Title	Senior Director of Development
Organization	Cal Poly Pomona
City, State	Pomona, CA
Cell Phone #	1 (909) 268-0404
Work Phone #	Same as Cell during Covid
E-mail address	jecox@cpp.edu
Relationship	Direct report in my current job
Other comments	Can comment on my work, accomplishments, skills, and leadership style over the past 5 years as Dean at Cal Poly Pomona. He can comment on partnerships with corporate and outside organizations, as well as donor relationships and strategi leadership in general.
#3	
Name	Mr. Steven Shackelton
Title	Executive Director, Gallo School of Management
Organization	University of California, Merced
City, State	Merced, CA
Cell Phone #	(209) 628-8714
Work Phone #	Same as cell during Covid

E-mail address	sshackelton@ucmerced.edu
Relationship	Team member, direct report, collaborator
Other comments	I have known Mr. Shackelton for about 10 years since he was the Associate Director of the US National Park Services, and we worked together then on the National Parks Institute (a global executive education program, still running). I later hired him to work with me at the University of California at Merced, where he remains today. I have worked with Mr. Shackelton in creating executive courses that we have delivered to various audiences, including foreign governments, senior government officials, and superintendents of national parks globally. We have worked on joint projects with the World Bank, and various private organizations like ESRI (the world's largest producer of GIS software). Mr. Shackelton can provide critical input on leadership style, strategy planning, visioning, industry outreach, executive interaction, and more.
#4	
Name	Dr. Jackie Rees-Ulmer
Title	Dean, College of Business (former Assoc Dean and Union Pacific Professor, Ivy College of Business, Iowa State)
Organization	Ohio University
City, State	Athens, Ohio
Cell Phone #	765-532-2518
Work Phone #	
E-mail address	jrulmer@iastate.edu or jackie.reesulmer@gmail.com
Relationship	Colleague and co-author
Other comments	Dr. Rees-Ulmer is a colleague and a co-author with whom I have collaborated for the past 20 years. She is a great academic leader, and has been affiliated with top universities. She can comment on academic career, involvement, leadership style, and career.
#5	
Name	Dr. Manoj Malhotra
Title	Dean and Weatherhead Professor of Management, Weatherhead School of Management
Organization	Case Western Reserve University
City, State	Cleveland, Ohio
Cell Phone #	(803) 777-2712
Work Phone #	(216) 368-2046
E-mail address	malhotra@case.edu
Relationship	Colleague
Other comments	Dr. Malhotra can comment on my academic career, productivity, visibility, and leadership. I have known Dr. Malhotra for over 30 years.
#6	
Name	Dr. Sylvia Alva
Title	Vice President and Provost
Organization	University Cal Poly Pomona

City, State	Pomona, CA
Cell Phone #	(909) 802-9897
Work Phone #	(909) 869-4382
E-mail address	Saalva@cpp.edu
Relationship	Supervisor
Other comments	I have worked for Provost Sylvia Alva for the past 5 years as dean of the College of Business Administration, and the College of the External University. Dr. Alva can comment on my leadership and management skills, my skills as an innovator in higher education, and skills related to operational and strategic excellence working as a senior academic administration in higher education.