

# Paul H. Schwager, Ph.D.

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## Education:

Ph.D.	Auburn University, Auburn, AL	Completed: December 2003
	Management - Management of Information Technology & Innovation	Awarded: May 2004
	Dissertation Title: Organizational Strategies to Address Stakeholders: A Customer Portal Perspective	
	Dissertation Chair: William R. Boulton, D.B.A.	
M.B.A.	Florida Atlantic University, Boca Raton, FL	1997
B.A.	Business Administration, Palm Beach Atlantic College, West Palm Beach, FL	1988

## Academic Positions:

Fall 2010 – Present

Acting Associate Dean, College of Business - East Carolina University

- ❖ Serve as a member of the team which provides leadership for the COB
- ❖ Work extensively with faculty and staff to troubleshoot problems and ensure efficient operations
- ❖ Active in COB budgeting and forecasting process including Graduate Assistant projections and PPC reporting
- ❖ Leading efforts to actively address MBA program retention issues
- ❖ Leading efforts to more clearly articulate the COB and university learning goals
- ❖ Actively working to improve internal processes to increase efficiency and effectiveness

Fall 2009 – Present

Assistant Dean for Assessment, Accreditation, & Curriculum, College of Business - East Carolina University

Interim Assistant Dean for Assessment, Accreditation, & Curriculum

- ❖ Responsible for the oversight of Graduate Programs Office (MBA & MSA); Initiated and lead successful searches for two Assistant Directors
- ❖ Coordinate COB assessment efforts related to SACS and AACSB
- ❖ Direct efforts to create and document (TacDat) strategic plans for college units
- ❖ Serve on multiple SACS committees
- ❖ Coordinate oversight and development of the Leadership Portfolio as well as Leadership & Professional Development Program
- ❖ Facilitating efforts to update the MBA curriculum
- ❖ Represent the COB on various university committees and task forces

Fall 2009 – Present

Associate Professor of Management Information Systems, College of Business - East Carolina University

- ❖ Teach graduate and undergraduate courses such as Introduction to MIS, Web Application Development, and Web Technologies for Business.
- ❖ Coordinate oversight and development of the Leadership Portfolio as well as Leadership & Professional Development Program.
- ❖ Responsible for college and university service as a member of the multiple committees.
- ❖ Maintain active research agenda.
- ❖ Appointed to Graduate Faculty

Fall 2003 – Summer 2009

Assistant Professor, Management Information Systems, College of Business - East Carolina University

- ❖ Taught graduate and undergraduate classes such as Introduction to Computers, Systems Analysis & Design, and Web Application Development.
- ❖ Served as AACSB Accreditation Coordinator facilitating the developing the 5<sup>th</sup> year report which resulted in reaffirmation of accreditation.
- ❖ Chaired Undergraduate Committee which was responsible for the development of the Leadership & Development Program.
- ❖ Chaired University Curriculum Committee and oversaw the implementation of clearer processes.
- ❖ Maintained active research agenda.

- ❖ Appointed to Associate Graduate Faculty

Summer 2003

Visiting Assistant Professor, Management Information Systems, College of Business - East Carolina University  
Taught Introduction to Computers and completed dissertation research.

Fall 2000 - Summer 2003

Assistant Professor, Information Systems, John A. Walker College of Business - Appalachian State University  
Taught classes such as Systems Analysis & Design, Database Management and Strategic Information Systems. Active in recruiting faculty as well as curriculum development. Appointed to Graduate Faculty

Fall 1997 - Summer 2000

Graduate Teaching Assistant - Department of Management, College of Business - Auburn University  
Taught classes such as Strategic Management and Systems Analysis & Design. Actively involved in the creation of the EMBA program.

### Professional Interests:

Strategic uses of Information Technology in creating new organization capabilities; specifically in the areas of Social Media, E-Commerce and Internet Mediated Relationships.

### Research Activities:

#### *Journal Articles:*

- ❖ Touch point opportunities in American football at the Collegiate Level, *Innovative Marketing*, 2010, 6 (2), 91-100 (with B. Bray, M. Moore, & J. Zemanek, Cabell's reported acceptance rate 21-30%): <http://paulschwager.com/pubs/2010IM.pdf>
- ❖ Online Survey Research: Can Response Factors be Improved?, *Journal of Internet Commerce*, 2008, 7 (2), 253-269 (with B. Wright, Cabell's reported acceptance rate 20-30%): <http://paulschwager.com/pubs/2008JIC.pdf>
- ❖ Why Users (Fail) to Read Computer Usage Policies, *Industrial Management & Data Systems*, 2008, 108 (6), 701-712 (with C.B. Foltz & J.E. Anderson, Cabell's reported acceptance rate 15%): <http://paulschwager.com/pubs/2008IMDS.pdf>
- ❖ Application of Media Richness Theory to Data Collection. *Journal of Applied Business Research*, 2008, 24 (1), 137-142. (with B. Wright & N. Donthu Cabell's reported acceptance rate 6-10%): <http://paulschwager.com/pubs/2008JABR.pdf>
- ❖ The Drivers for Acceptance of Tablet PCs by Faculty in a College of Business. *Journal of Information Systems Education*, 2006, 17 (4), 429-440. (with J.E. Anderson & R.L. Kerns, Cabell's reported acceptance rate of 21-30%): <http://paulschwager.com/pubs/2006JISE.pdf>
- ❖ Integration of E-Business into Small and Medium Size Businesses. *The International Journal of Applied Management and Technology*, 2006, 4 (2), 112-124 (with L.C. McGrath & W.L. Lomerson, Cabell's reported acceptance rate of 21-30%): <http://paulschwager.com/pubs/2006IJAMT.pdf>
- ❖ Informing the HR Hiring Decision of IT Personnel: The HR Professional's View of IT Certification, Education, & Experience, *Informing Science Journal*, 2005, 8, 281-302 (with J.E. Anderson & K.S. Barrett, Cabell's reported acceptance rate of 11-20%): <http://paulschwager.com/pubs/2005ISJ.pdf>
- ❖ Core Web Technologies for New E-Commerce Employees, *Journal of Computer Information Systems*, Winter 2004-2005 (with W.L. Lomerson & C.G. Jones, Cabell's reported acceptance rate 10-15%): <http://paulschwager.com/pubs/2004JCIS.pdf>
- ❖ Writing IS Teaching Cases: Guidelines for JISE Submission, *Journal of Information Systems Education*, 13(4),

Winter 2002-2003 (with J.J. Cappel, Cabell's reported acceptance rate 21-30%):  
<http://paulschwager.com/pubs/2003JISE.pdf>

- ❖ Security Issues in the Information Systems Curriculum: Identification and Status of Relevant Issues, *Journal of Computer Information Systems*, Spring 2002 (with J.E. Anderson, Cabell's reported acceptance rate 10-15%):  
<http://paulschwager.com/pubs/2002suJCIS.pdf>
- ❖ An Empirical Study of Students' Computer Self-Efficacy: Differences Among Four Academic Disciplines at a Large University, *Journal of Computer Information Systems*, Summer 2002 (with S. Chung & D.E. Turner, Cabell's reported acceptance rate 10-15%): <http://paulschwager.com/pubs/2002spJCIS.pdf>
- ❖ Information Technology Infrastructure Capability's Impact on Firm Financial Performance: An Exploratory Study, *Journal of Computer Information Systems*, Summer 2000 (with D.E. Turner & T.A. Byrd, Cabell's reported acceptance rate 10-15%): <http://paulschwager.com/pubs/2000JCIS.pdf>

#### *Under Review:*

- ❖ Student's Perceptions of Learning Experience Quality: Online Versus Face-To-Face, *Journal of Research in Education* (with H. Newkirk & L. Eakins, Cabell's reported acceptance rate 6-10%)

#### *Book Chapter:*

- ❖ An Exploration of the Values of Information Systems Certification: The Perspective of the Human Resource Professional. In M. Nakayama and N. Sutcliffe (eds.) *Managing IT Skills Portfolios: Planning, Acquisition and Performance Evaluation*, 2005 (pp. 210-231) Idea Group (with J.E. Anderson & K.S. Barrett):  
<http://paulschwager.com/pubs/2005CHAPT.pdf>

#### *Proceedings:*

- ❖ Social network privacy: Expectations vs. Reality. Southern Association for Information Systems 2009
- ❖ Managing Organizational Anxiety with Information Systems. Tenth Annual Conference of the Southern Association of Information Systems 2007, (with J.E. Anderson): <http://paulschwager.com/pubs/2007SAIS.pdf>
- ❖ Factors Influencing Awareness of Computer Usage Policies. Southwest Decision Sciences Institute 2007, (with C.B. Foltz & J.E. Anderson): <http://paulschwager.com/pubs/2007SWDSI.pdf>
- ❖ Faculty Perceptions of TabletPCs for Teaching, Research, & Service: A College of Business Perspective, Eighth Annual Conference of the Southern Association for Information Systems 2005 (with J.E. Anderson & R.L. Kerns):  
<http://paulschwager.com/pubs/2005SAIS.pdf>
- ❖ An Examination of the Benefits of e-Business to Small and Medium Size Businesses, Seventh Annual Conference of the Southern Association for Information Systems 2004 (with W.L. Lomerson & L. McGrath):  
<http://paulschwager.com/pubs/2004SAIS-ECOM.pdf>
- ❖ SME Adoption of Wireless LAN Technology: Applying the UTAUT Model, Seventh Annual Conference of the Southern Association for Information Systems 2004 (with J.E. Anderson): <http://paulschwager.com/pubs/2004SAIS-UTAUT.pdf>
- ❖ Technical Foundations of E-Commerce Curriculums: An Exploration of the Importance, Content, Extent, and Sequencing of Topics, Americas Conference in Information Systems 2002 (with W.L. Lomerson):  
<http://paulschwager.com/pubs/2002AMCIS-ECOM.pdf>
- ❖ Information Systems Certification: The Perspective of the Human Resource Manager, Americas Conference in Information Systems 2002 (with J.E. Anderson & K.S. Barrett): <http://paulschwager.com/pubs/2002AMCIS-CERT.pdf>
- ❖ An Empirical Study of Students' Computer Self-Efficacy: Differences Among Four Academic Disciplines at a Large

University, Proceedings of the 2000 Decision Sciences Institute Annual Meeting, November 2000 (with S. Chung): <http://paulschwager.com/pubs/2000DSI.pdf>

- ❖ Virtual Organization as a Source of Competitive Advantage: A Framework From the Resource-Based View, Proceedings of the Fifth Americas Conference on Information Systems, August 2000 (with R.A. Syler): <http://paulschwager.com/pubs/2000AMCIS.pdf>
- ❖ Internet Business Model Objectives, Proceedings of the Third Annual Conference of the Southern Association for Information Systems, April 2000 (with K. Laoethakul & C.A. Snyder)
- ❖ A Design For Encouraging Communities of Learners in a Combined On-campus And Distance-learning MBA Classroom, Proceedings of the 1999 Southern Management Association Conference, November 1999 (with K.W. Smola, C.D. Sutton, & M.V. Uzumeri): <http://paulschwager.com/pubs/1999SMA.pdf>

*Abstract:*

- ❖ Effect of R&D on sales growth and pretax profit margin: Evidence of a shortened R&D cycle, Proceedings of the 2003 Decision Sciences Institute Annual Meeting, November 2003 (with D.E. Turner)

*Working Papers:*

- ❖ Social Network Privacy: Expectations vs. Reality (with C.B. Foltz & H. Newkirk)
- ❖ Social Network Hiring: Myths vs. Reality (with B. Becton & J. Walker)
- ❖ Making the Grade: Faculty Perspectives on IS Journal Baskets (with R. Paul & R. Hauser)
- ❖ Addressing Organizational Anxiety by Managing Information Flows (with J.E. Anderson)
- ❖ Utilization of Organizing Vision in addressing Adoption of IT Certification, (with J.E. Anderson & D. Green)

**Service & Administrative Activities:**

*East Carolina University:*

- ❖ University Level:
  - Graduate Council, Member, 2011-Present
  - SACS: Faculty Roles, Member, 2009-Present
  - SACS: Graduate Working Group, Member, 2009-Present
  - SACS: Compliance Certification Council, Member, 2009-Present
  - SACS: Institutional Effectiveness Council, Member, 2009-Present
  - Chancellor's Leadership Academy Advisory, Member, 2009-Present
  - Honors College Faculty Advisory Committee, Member, 2009-Present
    - Member of Curriculum sub-committee
  - Web Oversight Committee, Member, 2006-Present
  - IPAR Associate Deans Advisory Council, Member, 2009-Present
  - University Studies Study Group, Member, 2009-Present
  - Sustainable Tourism Oversight Group, Member, 2009-Present
  - Coastal Maritime Council, Member, 2009-Present
  - Graduate School Administrative Board, Member, 2009-2011
  - University Curriculum Committee
    - Chair, 2009 - 2010
    - Vice-Chair, 2006-2009, 2010-2011
    - Member, 2005-2006
  - Social Media Task Force, Member, Member, 2010-2011
  - Graduate Enrollment Task Force, Member, 2009-2011
  - Academic Program Development Team, Member, 2009-2011
  - University Retention & Graduation, Member, 2009-2010
  - UNIV1000 Task Force, Member, 2009-2010
  - Online Quality Council, Member, 2009-2010

- Content Management System Review Committee, Member 2007-2010
- Student Appellate Committee, Member, 2005-2006
- Association of Information Technology Professionals - Student Chapter Primary Advisor, 2003-2006
- ❖ College Level:
  - Undergraduate Committee, Chair, 2006-Present
    - Responsible for leadership and oversight of major curriculum revision including the addition of Strategy First course, 3 course Leadership sequence, & Leadership Portfolio.
      - Sub-Committee on Flexibility, Chair, 2007
      - Sub-Committee on Introduction to Strategy, Member, 2007-Present
  - Communication Assessment Committee, 2009-Present
  - Integration Assessment Committee, 2009-Present
  - EDGE Assessment Committee, 2009-Present
  - Critical Thinking Assessment Committee, 2009-Present
  - Portfolio Committee, 2008-Present
  - Library Committee, Member, 2006-2011
- ❖ Department Level:
  - Enrollment Management Committee, Chair, 2005-2006
  - MIS Curriculum Task Force, Member, 2003 - Present
  - MIS Group, Member, 2003 – 2006

#### *Appalachian State University:*

- ❖ IS Curriculum Committee, Chair, 2002 - 2003
- ❖ IS Curriculum Committee, Member, 2000 - 2003
- ❖ COB Curriculum Committee, Member, 2002 - 2003
- ❖ IS Faculty Search Committee, Member, 2001-2003
- ❖ Association of Information Technology Professionals - Student Chapter Primary Advisor
- ❖ Small Business & Technology Development Center
  - Consulting with various small businesses in relationship to technology utilization

#### *Auburn University:*

- ❖ Executive MBA Program  
Summer 1998 - Spring 1999 EMBA Coordinator - Coordinated recruitment of Executive MBA students. Designed recruiting tracking database. Responsible for designing and placing advertisements. Provided support for faculty and students in the EMBA program specifically in the area of technical assistance with the EMBANet.
- ❖ Graduate School  
1999 - Session presenter for the training program of new instructors and lecturers offered by the Graduate School.

#### *Professional:*

- ❖ Southern Management Association – Track Chair, Information Technology & Innovation 2008
- ❖ Southern Association for Information Systems – Board of Member, 2005-2007

### **Review Activities:**

#### *Journals*

- ❖ 2006 – Current Cyber-Psychology & Behavior
- ❖ 2008 – Current Journal of Computer Mediated Communications
- ❖ 2006 – Current Journal of Internet Commerce
- ❖ 2001 – Current Journal of Electronic Commerce Research
- ❖ 1998 – 2009 Case Research Journal
- ❖ 2006 – 2007 IEEE Transactions in Systems, Man and Cybernetics
- ❖ 2001 – 2006 Journal of Information Systems Education
- ❖ 2004 – 2005 Decision Support Systems
- ❖ 2003 – 2004 Human Resource Management Journal
- ❖ 2003 – 2004 International Journal of Internet Marketing and Advertising

- ❖ 2002 – 2004 Quarterly Journal of Electronic Commerce

#### *Conferences*

- ❖ 2000 – Current Southern Association of Information Systems
- ❖ 2000 – 2008 AMCIS National Conference
- ❖ 2001 – 2005 SMA - Organizational Communications and Information Technology Track
- ❖ 1999 – 2005 DSI National Conference - Business Policy & Strategy Track
- ❖ 2002 Academy of Management – Technology and Innovation Management Track

#### **Teaching:**

##### *Interests:*

- ❖ Strategic Information Systems
- ❖ Systems Analysis and Design
- ❖ Database
- ❖ Web Development
- ❖ E-commerce
- ❖ Introduction to MIS

##### *Activities:*

- ❖ Web Application Development for Business (created course, East Carolina MIS4153)
- ❖ Web Technologies for Business (created course, East Carolina MIS6883)
- ❖ MIS II – Information Systems Analysis & Design (East Carolina MIS6143)
- ❖ Information Systems Analysis & Design (East Carolina MIS4163)
- ❖ Introduction to Computers – Undergraduate (East Carolina DSCI/MIS2223)
- ❖ Introduction to MIS – Undergraduate (East Carolina MIS3063)
- ❖ Advanced Systems Design - Undergraduate (Appalachian State CIS4850)
- ❖ Advanced Systems Design - Graduate (Appalachian State CIS5850)
- ❖ Systems Analysis and Design (Appalachian State CIS3250)
- ❖ Systems Development Methods – Graduate (Appalachian State CIS5120)
- ❖ Strategic Information Systems – Undergraduate (Appalachian State CIS4543)
- ❖ Strategic Information Systems Concepts – Graduate (Appalachian State CIS 5543)
- ❖ Web Page Design (Appalachian State CIS3530)
- ❖ Web-based Applications Development – Independent Study (Appalachian State 3 sections)
- ❖ Analysis & Design of Business Information Systems (Auburn - MNGT0401)
- ❖ Introduction to MIS (Auburn -MNGT0314 - 377 students)
- ❖ Introduction to Computer Programming - COBOL (Auburn - MNGT0207 – co-taught)
- ❖ Strategic Management (Auburn - MNGT0480)
- ❖ Introduction to Management - Lab (Auburn - MNGT0310)

#### **Additional Training:**

- ❖ ECU Manager's Boot Camp
- ❖ ECU EPA Search Committee Training
- ❖ ECU EPA Searches and Hiring Workshop
- ❖ ECU COB Online Peer Review
- ❖ ECU Peer Classroom Observation
- ❖ CLA in the Classroom
- ❖ Fast-Track to ColdFusion
- ❖ Introduction to Qualitative Analysis with NVivo

#### **Other Academic Activities:**

- ❖ 2008 AACSB Maintenance of Accreditation Seminar
- ❖ 2008 AACSB Applied Assessment Seminar
- ❖ 2007 AACSB Conference on Undergraduate, Graduate, & Emerging Curricula



- ❖ 2007 AACSB National Conference
- ❖ 2007 Teaching Leadership Workshop – Terry College of Business – University of Georgia
- ❖ 2000 - 2003 - Assistant-Editor, Journal of Information Systems Education
- ❖ 1999 Test Bank Author - Perry & Schneider, Electronic Commerce, Course Technologies

#### Professional Memberships:

- ❖ Association for Information Systems
- ❖ Association of Information Technology Professionals
- ❖ North American Case Research Association
- ❖ Informing Science Institute
- ❖ Southern Management Association

#### Honors:

- ❖ 2008 ECU Leadership Fellow
- ❖ 2008 Commerce Club Teaching Excellence Award
- ❖ 2009 MIS Faculty Marshall (elected by Fall graduates)
- ❖ 2008 MIS Faculty Marshall (elected by Fall graduates)
- ❖ 2007 MIS Faculty Marshall (elected by Spring graduates)
- ❖ 2006 DSCI Faculty Marshall (elected by Fall graduates)

#### Business Experience:

1992-1997 Adam Walsh Children's Fund / National Center for Missing & Exploited Children, Lake Park, FL - Director of Special Events & Administration

- ❖ Worked with national non-profit organization in a fundraising/administrative capacity. Involved in all special events and activities.
- ❖ Instrumental in increasing gross revenues at Palm Beach Luncheon/Auction 90% in two years (1992-\$190,000, 1993-\$250,000, 1994-\$350,000, 1995-\$365,000, 1996-\$375,000, 1997-\$375,000).
- ❖ Implemented three Continental Airlines Golf Tournaments raising 30,000 in 1993, 50,000 in 1994, 50,000 in 1995, and 60,000 in 1996. Responsible for all phases.
- ❖ Developed additional events with new groups creating increased donor base and greater public awareness, including corporate tie-ins.
- ❖ Directly responsible for supervision of staff and coordination of volunteers.
- ❖ Coordinated and implemented move into new building including: renovations, phone installation and programming, scheduling, and negotiations with subcontractors.
- ❖ Installed, implemented, and maintained complete Novell-based computer network including hardware and software.
- ❖ Responsible for daily financial functions including A/P, A/R and national reporting requirements including preparation and presentation of yearly budget.

1991 - 1993 ComputerEase of the Palm Beaches, Jupiter, FL - Partner

- ❖ Co-founder and partner in computer consulting firm specializing in church and nonprofit automation.
- ❖ Installed and maintained complete computer networks (Novell and Lantastic) in churches and non-profit organizations throughout South Florida.

1989 - 1994 Independent Small Business Consultant

- ❖ Worked with small businesses in all aspects of the business process including: information systems, automation, finances, management and marketing.

1984-1991 Cobra Seats/Autoextras, Inc., West Palm Beach, FL - Vice President

- ❖ Maintained import/distribution company on a daily basis.
- ❖ Managed financial arrangements, monitored exchange rates, and negotiated delivery terms with English manufacturer and U.S./Canadian distributors.
- ❖ Managed A/R, A/P, cash flow, budgeting, advertising and sales/market forecasting.
- ❖ Developed and implemented national marketing/distributor program

- ❖ Devised cost analysis for proper allocation of direct and indirect costs of imported seats.
- ❖ Directly responsible for all computer hardware/software purchases and implementation.