

MARK KEIL

Work Address

Department of Computer Information Systems
J. Mack Robinson College of Business
Georgia State University
35 Broad Street
Atlanta, GA 30303

Phone: (404) 413-7365
Fax: (404) 413-7394
E-Mail: mkeil@gsu.edu
Url: <http://sites.google.com/site/markkeil/>

Home Address

1292 Vista Leaf Drive
Decatur, GA 30033

Phone: (404) 633-4440

Education

- 1978-1982 **PRINCETON UNIVERSITY** PRINCETON, NJ
Received Bachelor's degree in Chemical Engineering, June 1982, with High Honors. Completed thesis on health and environmental issues in the polyvinyl chloride industry. Presented results to New Jersey Section of the American Institute of Chemical Engineers.
- 1984-1986 **M.I.T. SLOAN SCHOOL OF MANAGEMENT** CAMBRIDGE, MA
Received Master's degree in Management, June 1986. Concentration in Management Information Systems. Completed thesis on design and marketing issues for advanced electronic messaging systems. Served as teaching assistant for courses in information technology and expert systems.
- 1987-1991 **HARVARD BUSINESS SCHOOL** BOSTON, MA
Received Doctoral degree in Management Information Systems, November 1991. Completed dissertation on management issues associated with the implementation of an expert system.

Work Experience

- 1982-1984 **DUPONT COMPANY** WILMINGTON, DE
Group Engineer, Agricultural Chemicals Department.
- 1986-1987 **CAMBRIDGE INSTITUTE FOR INFORMATION SYSTEMS** CAMBRIDGE, MA
Project Manager
- 1987 **CONSULTANTS FOR MANAGEMENT DECISIONS** CAMBRIDGE, MA
Consultant
- 1987-1990 **HARVARD BUSINESS SCHOOL** BOSTON, MA
Research Associate (part-time)
- 1988-1991 **HARVARD UNIVERSITY EXTENSION SCHOOL** CAMBRIDGE, MA
Instructor
- 1991-1997 **GEORGIA STATE UNIVERSITY** ATLANTA, GA
Assistant Professor, Department of Computer Information Systems
- 1997-2002 **GEORGIA STATE UNIVERSITY** ATLANTA, GA
Associate Professor, Department of Computer Information Systems

2002-2004	GEORGIA STATE UNIVERSITY <i>Professor, Department of Computer Information Systems</i>	ATLANTA, GA
2004-2006	GEORGIA STATE UNIVERSITY <i>Board of Advisors Professor, Department of Computer Information Systems</i>	ATLANTA, GA
2006-2007	GEORGIA STATE UNIVERSITY <i>Department Chair and Board of Advisors Professor, Computer Information Systems</i>	ATLANTA, GA
2007-2012	GEORGIA STATE UNIVERSITY <i>Board of Advisors Professor, Department of Computer Information Systems</i> <i>Professor, Department of Computer Science (Joint Appointment)</i>	ATLANTA, GA
2012-2013	GEORGIA STATE UNIVERSITY <i>John B. Zellars Professor of Computer Information Systems</i> <i>Professor, Department of Computer Science (Joint Appointment)</i>	ATLANTA, GA
2013-present	GEORGIA STATE UNIVERSITY <i>John B. Zellars Professor of Computer Information Systems</i> <i>Professor, Department of Computer Science (Joint Appointment)</i> <i>Professor, Institute for Health Administration (Secondary Appointment)</i>	ATLANTA, GA

Visiting Professorships

2006, 2007, 2008, 2011, 2012	Goethe University	Frankfurt, Germany
2009, 2012	Australian National University	Canberra, Australia
2011, 2012	University of Goettingen	Goettingen, Germany
2012	University of Bamberg	Bamberg, Germany

TEACHING

Teaching Awards, Teaching Innovation Grants, and Recognition

- 1988 • Received letter of commendation for outstanding teaching awarded by the Dean of the Harvard University Extension School for course in Microcomputers and Information Technologies.
- 1992 • Awarded \$2,000 teaching innovation grant from GSU's College of Business Administration for instructional innovation. Project title: Use of Harvard Video Tapes in BA 867.
- 1993 • Awarded \$2,000 teaching innovation grant from GSU's College of Business Administration for instructional innovation (with Jerry Dibble). Project title: Managing Live Feedback Sessions to Enhance Students' Oral Presentation Skills.
- 1994 • Awarded GSU's College of Business Administration Faculty Recognition Award for Outstanding Teaching.
• Awarded course release from GSU's College of Business Administration based on teaching innovation grant (with Shuguang Hong). Project title: Teaching Object-Oriented Programming Concepts to Poets and IS Professionals.
- 1995 • Awarded course release from GSU's College of Business Administration based on teaching innovation grant. Project title: Creating a CD-ROM and Video to Complement the BellSouth Case Used in BA 867.

- 1997 • Awarded course release from GSU's College of Business Administration based on teaching innovation grant. Project title: Acquisition and Implementation of Packaged Software at Timberjack: Development of a Multimedia Web-Based Teaching Case for Use in the MBA Core.
- 1999 • Awarded summer course release from GSU's Robinson College of Business based on teaching innovation grant. Project title: Using Richer Media to Give Feedback to Students: Experimentation with PureVoice™ --A New Internet-Enabled Form of Communication.
 - Named second runner-up for the Department of Computer Information System's Myron Greene Excellence in Teaching Award.
 - Granted Graduate Faculty Status within the Robinson College of Business at Georgia State University.
- 2003 • Listed in Marquis Who's Who in American Education.
 - Listed in Marquis Who's Who in Finance and Industry.
 - Listed in AcademicKeys Who's Who in Business Higher Education.
- 2005 • Awarded summer course release from GSU's Robinson College of Business based on teaching innovation grant. Project title: Longitudinal Self-Assessment of Course Content Proficiency: A New Approach for Student Evaluation of Courses.

Summary of Average Teaching Effectiveness for Courses Taught at Georgia State

Course Level	Course Title	Total Offerings	Average Instructor Effectiveness Score (5=highest rating)
Doctoral	Management of Information Systems (CIS 916, CIS926B, and CIS 9260)	7	4.9
	Managerial Decision Making (BA 9320)	1	4.6
	Qualitative Research Methods in Business (BA 9300)	1	4.8
	Designing Qualitative Research Studies (EDB 9050)	4	4.7
	Analyzing Qualitative Research Data (EDB 9070)	3	4.7
MBA core	Information Technology Strategies for Management (BA 867)	17	4.3
	Information Technology and Decision Strategy (MBA 8473)	3	4.3
CMBA core	Information Technology for Systems and Decisions (CMBA 832)	2	4.5
CIS Masters core	Object Oriented Specification (CIS 813, CIS 850)	2	3.8
	Information Systems Policy and Administration (CIS 840)	3	4.3
	Process Reengineering and Change Management (CIS 816 and CIS 8160)	5	4.5
	IT Project Management (CIS 8000)	22	4.4
CIS Undergrad	Management of Information Systems (CIS 440)	3	4.2
	Managing IT Projects (CIS 3001)	2	4.6

Overall Average Instructor Effectiveness Score: 4.5/5

Sampling of Student Comments Received At Georgia State

Dr. Keil is very enthusiastic about his subject. Students cannot help get caught up in his enthusiasm.

I cannot say enough great things about Mark Keil. I have one quarter left to finish in my MBA program and he is one of the best professors I've had in 4 years! . . . Clone Mark Keil so all BA 867 students can enjoy the benefits of his teaching!

Great teacher. All teachers should be as good! I'll take any class Dr. Keil teaches.

Best class I've had in MBA programming . . . I cannot say enough about the excellent job Mark did.

Great guy -- and I say this knowing there is no way I can make an A. I feel lucky to have had him.

Very enthusiastic about the subject, the class and the students. Professor Keil is by far the most effective teacher I've encountered yet. His teaching method needs to be taught to other faculty.

Absolutely the best class that I have taken at Georgia State.

Keil is a very caring professor. He was very understanding and took the time (outside of class) to work with me on a personal problem that affected my class performance. His thoughtfulness was appreciated.

Very organized. Best teacher I have had at GSU.

One of the best instructors that I have taken in CBA. Deserves a raise!

Encourages good discussions by raising points, pushing students to think.

Made learning fun . . . talks to students--not down to them.

I was really dreading this class . . . I thought it would be boring. This wasn't the case. Mark did an excellent job of making this a worthwhile class. The cases encouraged practical business discussion that we can actually use in real life. Very good job!

Very relevant to business. Great overview to changes in the field. I learned so much about the Internet and computers—I've lost the fear and feel very comfortable on a computer . . . I learned by looking at so many interesting points of view. He created a wonderful environment of interaction. I really pushed myself & learned to think more "out of the box." Very impressed with his drive and excitement—got me excited about IS—who would have thought?

Very well prepared and very organized. He really cares about the quality of the course. He's one of the best instructors I have had. He's also innovative.

Excellent instructor. I've been through the whole program and I think this class has been one of the best.

One of the best and most applicable classes in the entire undergrad and graduate CIS curriculum!! . . . Should be made a required course in the CIS-BBA curriculum.

Extremely open minded and flexible. [I] applaud this professor's security. He is not at all offended by opposing points of view.

Very excited and interested in his field. This spills over to students. Very organized and relates to students [as] individuals.

Very accessible outside of class. Obviously cares about quality of teaching & student learning.

Dr. Keil is very energetic & enthusiastic about his work. [He] is very excited about this course & the material & transfers that to his students . . . Great job of motivating.

Very well organized. Made lectures interesting through case studies & real-world examples. Presentation of material was excellent. Showed respect for students by trying to keep everyone involved in the discussions. Good sense of humor. Expectations of students were clear & easy to understand. This is

probably the best, most relevant, and most enjoyable class I've had at GSU – Thanks for caring, Dr. Keil!

There are not many instructors who could sway my choice of majors but Dr. Keil is certainly one of them. Dr. Keil has been one of the best and most influential professors I've had.

He is great! He is very well prepared for class. Explains concepts in simple terms. You learn!!! Excellent professor!!!

Very well organized. Dynamic instruction style, interesting teaching methods. One of the best instructors and class I have taken at GSU.

Very effective and efficient, and very creative too. I really enjoyed the course and the method Dr. Keil used. I think he is one of the best professors in CBA. If only we have more professors like Dr. Keil, our rank in the nation will be increased.

I think Mark was one of the most interesting Professors I've had for a course at GSU & has all qualities one could only hope for. Great course! . . . Would think of this course as THE best course I've taken at a PhD . level to date.

Mr. Keil was a great instructor. Ranked up there as one of the best I've had so far at GSU. He made the subject matter extremely interesting . . . I've definitely walked away with a lot from this class & couldn't have had a better instructor!!

Supervision of Postdoctoral Research Fellows

- Sang Cheol Park, 2012.

Supervision of Doctoral Dissertations

PhD Dissertations Chaired or Co-Chaired

- Joan Mann, “The Role of Project Escalation in Explaining Runaway Information Systems Development Projects: A Field Study,” 1996.
- Linda Wallace, “The Development of an Instrument to Measure Software Project Risk,” 1999.
- Ashley Bush, “Fragmentation to Integration: Digitally Transforming the Demand and Supply Chain,” 2001. (Co-chair: Arun Rai).
- Gordon Depledge, “Software Project Escalation: The Roles of Problem Recognition and Cognitive Bias,” 2003. (Co-chair: Arun Rai).
- J.J. Po-An Hsieh, “Leverage Points for Addressing Digital Inequality: An Extended Theory of Planned Behavior Perspective,” 2004. (Co-chair: Arun Rai).
- Vijay Kasi, “Escalation of Commitment in Information Technology Projects: A Goal Setting Theory Perspective,” 2007.
- ChongWoo Park, “Reluctance to Transmit Bad News on Troubled Software Projects,” 2007.
- Mike Cuellar, “An Examination of the Deaf Effect Response to Bad News Reporting in Information Systems Projects,” 2008.
- Nuijten, Arno, “Deaf Effect for Risk Warnings: Causal Examination Applied to Information Systems Projects,” Erasmus University, 2012. (Co-supervised with G.J. van der Pijl and H.R. Commandeur).
- Jong Seok Lee, “An Investigation of the Relationships Between Goals and Software Project Escalation: Insights from Goal Setting and Goal Orientation Theories,” 2013.
- Darryl Romanow, “The Impact of IT-Enabled and Team Relational Coordination on Patient Satisfaction,” 2013. (Co-chair: Arun Rai).
- Lee, Hyung Koo, “Essays on Affect and Decision Making with IT Projects,” Proposal defended 6/29/13.

EDB Dissertations Chaired

- Miller, Jeanette K., "Innovation Network Theory in Regional Development: The Case of an Emergent Wine Region in Southern California," 2012.
- O'Connor, Jim, "An Experiment on the Effect of Construal Level and Small Wins Framing on Employee Environmental Sustainability Project Commitment," 2012.
- Iarossi, Juliana, "Path Building in Emerging Entrepreneurial Firms: An Investigation of Networks in the Making," 2012.
- Campbell, Merle, "Decision Making Amplification Under Uncertainty: An Exploratory Study of Behavioral Similarity and Intelligent Decision Support Systems," 2013.
- Tine, Delilah, "Attribution Bias and Overconfidence in Escalation of Commitment: The Role of Desire to Rectify Past Outcomes," 2013

PhD Dissertation Committee Member

- Jack Marchewka, "The Effects of Power Symmetry and Goal Interdependence on User and System Developer Interaction in Information Systems Development: A Controlled Experiment," 1994
- Scott L. Schneberger, "Software Maintenance in Complex Computing Environments," 1995.
- David McDonald, "The Effects of MMS-Based Training on Organizational Performance," 1996
- David Gefen, "Building Users' Trust in Freeware Providers and the Effects of this Trust on Users' Perceptions of Usefulness, Ease of Use and Intended Use of Freeware," 1997.
- Paul Cule, "Towards a Process Theory of Information Technology and Organizational Transition," 1998.
- Evan Duggan, "Integrating Nominal Group Technique and Joint Application Development: Impacts on the Effectiveness of Systems Requirements Determination," 1998
- Slav Volkov, "Quality of Information on the Web: Personalizing Delivery of Product Information based on Perceived Credibility of the Information Source," 1999.
- Greg Rose, "Understanding the Impacts of Download Time on Electronic Commerce: The Download Time Brand Impact Model," 2000.
- Amrit Tiwana, "The Influence on Knowledge Integration on Project Execution Success," 2001.
- Lynette Kvasny, "Problematizing the Digital Divide: An Ethnographic Study of Reproduction in Information Technology," 2002.
- Paul Brown, "Organizational Assimilation of Electronic Procurement Process Innovations," 2004.
- Jeremy Marcel, "Managerial Beliefs, Competitive Response, and Inter-firm Rivalry," 2004.
- Huoy Khoo Min, "Upgrading Packaged Software: An Exploratory Study of Decisions, Impacts, and Coping Strategies from the Perspectives of Stakeholders," 2005.
- Ghiyoung Im, "Exploratory and Exploitative Knowledge Sharing in Interorganizational Relationships," 2006.
- Stacie Petter, "A Process to Reuse Experiences via Narratives among Software Project Managers," 2006.
- Xinlin Tang, "Inter-organizational Relationship Portfolio Management: A Digital Enablement Perspective of Process Alignment and Process Innovativeness," 2007.
- Lei Li, "Generating User-centric Dynamic and Adaptable Knowledge Models for the World Wide Web," 2007.
- Pellicer, Stephen, "Enriching Public Computing Communication and Scheduling," Proposal defended October 2008.
- Singh, Rajendra, "Towards Information Polycentricity Theory: Investigation of a Hospital Revenue Cycle," 2011.
- Hornyak, Rob, "Knowledge Worker Behavioral Responses and Job Outcomes in Mandatory Enterprise System Use Contexts," 2012.
- Bourdeau, Simon, "Information Systems Project Management: A Conceptual Framework and a Typological Theory," HEC Montréal, Montréal, Canada, 2012.
- Park, Eunice, "The Role of Regret and Its Applications in IS Decision Making," Proposal defended June 2011.

- Feng, Jing Betty, “Organizational Cross-Cultural Adaptation through Social Network: A Multiple-Case Study of Chinese Firms Operating in the United States,” Proposal defended November 27, 2012.

EDB Dissertation Committee Member

- Heublein, Alex, “Open Source in the Clouds: How Organizational Ambidexterity Shapes and is Shaped by Disruptive IT Innovation in an Open Source Software Provider,” 2012.
- Grabowski, Louis, “Real Estate Decision-Making: An Actor Network Theory Analysis of Four, Small Charitable Organizations,” 2012.

PhD Dissertation Outside Reader

- Seokjoong Yoon, "An Investigation of IT's Influence on the Relationship Between Environmental Uncertainty and Organizational Communication Patterns and Reward Systems," 1995
- Jong Kim, "An Empirical Investigation of the Role of Analysts' Frames of Reference and Representation Forms in Identification of Information Systems Development Problem Aspects by Novice Analysts," 1995.
- Tanya Goette, "Determining Factors in the Successful Use of Adaptive Technology by Individuals with Disabilities: A Field Study," 1995
- Mark Simon, "The Effects of Cognitive Biases on Strategic Action: Overcoming the Risk Hurdle to Move First," 1996.
- Jungwoo Lee, "Exploring Mental Models of Information Systems Developers," 1998.
- Eliezer Shalev, "Psychological Distance effects on Project Risk Assessment," Tel Aviv University, 2008.

PhD Dissertation Expert Reviewer

- Served as external expert reviewer for Finnish PhD student Janne Ropponen at the invitation of his dissertation chair, Kalle Lyytinen. Dissertation entitled: "Software Risk Management: Foundations, Principles and Empirical Findings" University of Jyväskylä, Jyväskylä, Finland, 1999.
- Served as external expert reviewer for Australian PhD student Philip Bailey at the invitation of his dissertation chair, R. Dunford. Dissertation entitled: "Achieving Successful Implementation of Information Technology Led Business Change" Macquarie University, Sydney, Australia, 2004.
- Served as external expert reviewer for Finnish PhD student Tuure Tuunanen at the invitation of his dissertation chair, Timo Saarinen. Dissertation entitled: "Requirements Elicitation for Wide Audience End-Users" Helsinki School of Economics, Helsinki, Finland, 2005. Assigned as member of the evaluation board for the same dissertation by the Council for Academic Affairs of the Helsinki School of Economics.
- Served as external expert reviewer for Israeli PhD student Eliezer Shalev at the invitation of his dissertation chair, Yoav Ganzach. Dissertation entitled: "Psychological Distance effects in Project Risk Assessment," Tel Aviv University, Tel Aviv, Israel, 2011.
- Served as external expert reviewer for Canadian PhD student Simon Bourdeau at the invitation of his dissertation chair, Henri Barki. Dissertation entitled: "Information Systems Project Management: A Conceptual Framework and a Typological Theory," HEC Montréal, Montréal, Canada, 2012.

Doctoral Seminars Taught at Other Institutions

- “IT Project Management” at the Institute of Information Systems, Johann Wolfgang Goethe University, Frankfurt am Main, November 6-8, 2006 (with Rudy Hirschheim).
- “Managing IT Projects and the Digitally-Enabled Extended Enterprise” at the Institute of Information Systems, Johann Wolfgang Goethe University, Frankfurt am Main, September 3-4, 2007 (with Arun Rai).
- “Quantitative Methods in IS Research” at the Institute of Information Systems, Johann Wolfgang Goethe University, Frankfurt am Main, September 3-5, 2008 (with Arun Rai).
- “Escalation of Commitment and its Application to IT Project Management” at the Australian National University, Canberra, June 26th and June 30th, 2009.

- “Quantitative Research Methods” at the House of Finance, Johann Wolfgang Goethe University, Frankfurt am Main, May 19-20, 2011.
- “Qualitative Research Methods” at the Georg-August-University Goettingen, May 23-24, 2011.
- “Qualitative Research Methods” at Bamberg University, Bamberg, July 6, 2012.
- “Hierarchical Regression and Partial Least Squares” at the House of Finance, Johann Wolfgang Goethe University, Frankfurt am Main, July 9-10, 2012.
- “Quantitative Research Methods” at the Georg-August-University Goettingen, July 12-13, 2012.

Non-Degree Executive Education Activities

- Taught information systems course at the law offices of Palmer & Dodge, Boston, MA, 1990.
- Taught module on software project management in the Erasmus EMBI (Executive Masters in Business Informatics) summer program at Georgia State, Summers, 1993, 1995, 1996, 1997, 1998.
- Taught modules on software project management and process reengineering in the executive education program for Southwire Corporation held at Georgia State University in 1997 and 1998.
- Taught 2-day Effective Project Management course (with Richard Deane) at Robinson’s Buckhead Executive Education Center, September 17-18th, 2008.
- Taught 2-day Effective Project Management course (with Richard Deane) at Robinson’s Buckhead Executive Education Center, November 19-20th, 2008.
- Taught 2-day Effective Project Management course (with Richard Deane) at Robinson’s Buckhead Executive Education Center, February 17-18th, 2009.
- Taught 2-day Effective Project Management course (with Richard Deane) at Robinson’s Buckhead Executive Education Center, April 21-22nd, 2009.
- Taught 1-day Identifying and Rescuing Troubled Projects course at Robinson’s Buckhead Executive Education Center, May 5th, 2009.
- Taught 5-day Project Management Certificate Program (with Richard Deane) at Robinson’s Buckhead Executive Education Center, November 7-11, 2011.
- Taught 5-day Project Management Certificate Program (with Richard Deane) at Robinson’s Buckhead Executive Education Center, February 13-17, 2012.
- Taught 5-day Project Management Certificate Program (with Richard Deane) at Robinson’s Buckhead Executive Education Center, May 21-25, 2012.
- Taught 5-day Project Management Certificate Program (with Richard Deane) at Robinson’s Buckhead Executive Education Center, October 1-5, 2012.

RESEARCH

Research Fellowships, Awards, Grants, and Recognition

- 1985 • Received Engineering Accomplishment Award from the DuPont Company for process development research.
- 1987 • Awarded \$10,000 National Doctoral Fellowship by American Assembly of Collegiate Schools of Business (AACSB).
- 1990 • Awarded Doctoral Fellowship by Society of Information Management (SIM) to attend the International Conference on Information Systems' (ICIS) Doctoral Consortium.
- 1992 • Received \$5,000 research grant from Georgia State University's Research Enhancement Program. Project title: IS Implementation Failure: A Laboratory Study of Escalating Commitment to a Failing Course of Action.
- 1993 • Received course release from GSU’s College of Business Administration based on research proposal. Project title: The Effect of Culture on IT Diffusion: A Three Continent Study.
- 1995 • Received external grant of \$4,000 from the Information Systems Audit and Control Foundation. Project title: How Information Systems Auditors Can Identify and Prevent Information Technology Project Escalation.

- Awarded course release from the GSU's College of Business Administration based on research grant. Project title: Managing Software Project Risk: An International Study.
- Received "runner-up best paper" award from the OCIS Division of the Academy of Management for paper entitled: "Escalation of Commitment in Information Systems Development: A Comparison of Three Theories."
- 1996 • Received "Second Place Award" for best paper from the OCIS Division of the Academy of Management for paper entitled: "Developer Responsiveness and Perceived Usefulness" (with David Gefen).
- Received APEX '96 Award for Publication Excellence for Editorial & Column Writing in *Beyond Computing* (with H. Jeff Smith).
- 1997 • Received external grant of \$5,000 from the David D. Lattanze Center for Executive Studies in Information Systems, Loyola College. Project title: Turning Runaway Projects Around: The Prevention and Correction of Information Systems Project Escalation (with Daniel Robey). The proposal upon which this grant was based was selected as the outstanding proposal of the year by the Lattanze Center.
- Awarded course release from GSU's College of Business Administration based on research grant. Project title: Understanding the Nature and Extent of IS Project Escalation: A Survey of IS Audit and Control Professionals Study.
- Received "Best Paper, 1997 1st Runner-Up Award" from the OCIS Division of the Academy of Management for paper entitled: "Information Systems Project Escalation: A Reinterpretation Based on Options Theory" (with Jerry Flatto).
- Listed in Marquis' Who'sWho in Science and Engineering.
- 1998 • Received "Best Paper Award" from the OCIS Division of the Academy of Management for paper entitled: "Denver International Airport's Automated Baggage Handling System: A Case Study of De-escalation of Commitment" (with Ramiro Montealegre).
- 1999 • Awarded summer course release from GSU's Robinson College of Business based on research grant. Project entitled: De-Escalating Information Technology Projects: Lessons from the Denver International Airport.
- Received "Second Place Award for Best Conference Paper" from the OCIS Division of the Academy of Management for paper entitled: "The Reluctance to Report Bad News on Troubled Software Projects: Toward a Theoretical Model" (with H. Jeff Smith).
- 2000 • Awarded GSU's J. Mack Robinson College of Business Faculty Recognition Award for Distinguished Contributions in Research.
- 2001 • Received nomination for best paper at HICSS for: Snow, A.P. and Keil, M., "The Challenge of Accurate Project Status Reporting: A Two Stage Model Incorporating Status Errors and Reporting Bias," *Proceedings of the 34th Annual Hawaii International Conference on System Sciences (HICSS-34)*, Kihei, Hawaii, January 3-6, 2001, pp. 1-10.
- Awarded summer course release from GSU's Robinson College of Business based on research grant. Project entitled: The Impact of Information Technology Related Failures: An Event Study.
- Awarded \$20,000 research grant from The Center for Research on Information Technology and Organizations (CRITO), University of California, Irvine. Proposal "Evaluating and Managing Early Investments in Emerging Information Technology Platforms Using a Real Options Framework," (with Rob Fichman and Paul Tallon of Boston College).
- 2002 • Awarded summer course release from GSU's Robinson College of Business based on research grant. Project entitled: Understanding the Reliability of Software Project Status Reporting: A Survey of Software Project Managers."
- 2003 • Awarded summer course release from GSU's Robinson College of Business based on research grant. Project entitled: "How Real Options Affect Software Project Continuation Decisions."
- 2004 • Received Honorable Mention for the Best Paper of 2003 in IEEE-TEM poll of department editors for "Reporting Bad News About Software Projects: Impact of Organizational Climate and Information Asymmetry in an Individualistic and a Collectivistic Culture", *IEEE Transactions on Engineering Management*, Vol. 50, No. 1, February 2003, pages 64-77 (co-authored with Bernard Tan, Jeff Smith, and Ramiro Montealegre).

- Received Best Paper of 2003 Award in IEEE-TEM for “Why Software Projects Escalate: The Importance of Project Management Constructs”, *IEEE Transactions on Engineering Management*, Vol. 50, No. 3, August 2003, pp. 251-261 (co-authored with Arun Rai, Joan Mann, and Peter Zhang).
- Received nomination for best paper award at AMCIS for “The Effects of Scapegoating on Willingness to Report Bad News on Troubled Software Projects,” with Ghiyoung Im and Magnus Mähring, *Proceedings of the Tenth Americas Conference on Information Systems*, Nicholas C. Romano, Jr. (Ed.). New York City: Association for Information Systems, August 5-8, 2004, pp. 834-842.
- Awarded summer course release from GSU’s Robinson College of Business based on research grant. Project entitled: “How Government Can Encourage High-Speed Internet Access in America: Lessons From LaGrange, Georgia.”
- Keil and Montealegre (2000) paper “Cutting Your Losses: Extricating Your Organization When a Big Project Goes Awry” listed as #2 on top 10 best selling *Sloan Management Review* papres for the academic market for winter 2004.
- Named **Board of Advisors Professor of Computer Information Systems**. This professorship was funded through Robinson’s Board of Advisors
- 2005 • Awarded summer course release from GSU’s Robinson College of Business based on research grant. Project entitled: “Barriers to Post Mortem Evaluation of Information Technology Projects: A Delphi Study.”
- Received Georgia State University’s Alumni Distinguished Professor Award for significant and noteworthy achievements in scholarship, teaching, and service.
- 2006 • Received the 2006 Decision Sciences Journal Best Paper Award for “IS Project Continuation in Escalation Situations: A Real Options Approach.” This paper was selected by a team of 10 Associate Editors to be “recognized for its exceptional managerial significance and high level of intellectual stimulation as well as its solid academic contribution to IS project management.”
- Received Best Paper Award from the International Research Workshop on IT Project Management for: “The Deaf Effect Response to Whistle-Blowing in Information Systems Projects,” with Michael J. Cuellar and Roy D. Johnson.
- Awarded summer course release from GSU’s Robinson College of Business based on research grant. Project entitled: “Identifying the Necessary Skills to be a Successful IT Project Manager.”
- 2008 • Awarded summer course release from GSU’s Robinson College of Business based on research grant. Project entitled: “How Individual and Organization Factors Affect Whistleblowing on Troubled IT Projects.”
- Received the 2008 Decision Sciences Journal Best Paper Award for “Information Technology Project Escalation: A Process Model” (with Magnus Mähring).
- 2009 • Awarded summer research release from GSU’s Robinson College of Business.
- Awarded GSU’s J. Mack Robinson College of Business Faculty Recognition Award for Distinguished Contributions in Research.
- 2010 • Awarded summer research release from GSU’s Robinson College of Business.
- Received Best Paper 2009 Award from *Journal of Strategic Information Systems*. This award is given for the best paper published in the journal in 2009, which was “Effects of information technology failures on the market value of firms” JSIS 18 (2): 66-79 (with Anandhi Bharadwaj and Magnus Mähring).
- 2011 • Awarded summer research release from GSU’s Robinson College of Business.
- Received Best Scholarship Award for the Best Practitioner Paper at the *First International Conference on Engaged Management Scholarship*. Paper entitled: “Addressing the Sustainability Challenge: Insights from Institutional Theory and Organizational Learning” by Juliana Iarossi, Jeanette K. Miller, James O’Connor and Mark Keil.
- 2012 • Awarded summer research release from GSU’s Robinson College of Business.
- Named **John B. Zellars Professor of Computer Information Systems**.
- Received Best Published Paper Award from the OCIS Division of the Academy of Management for: “Addressing Digital Inequality for the Socio-Economically Disadvantaged Through Government Initiatives: Forms of Capital that Affect ICT Utilization,” *Information Systems Research*, Vol. 22, No. 2, June 2011, pp. 233-253. (with J.J. Po-An Hsieh and Arun Rai).

- Awarded \$435,000 grant from the Australian Research Council (with James J. Jiang, Walter Fernandez, and Gary Klein). Project title: "Governance of information technology programmes: achieving accountability, control and success."
- 2013 • Awarded summer research release from GSU's Robinson College of Business.

Publications: Scholarly Journal Articles

1. Markus, M.L., and Keil, M., "If We Build It, They Will Come: Designing Information Systems That Users Want To Use," *Sloan Management Review*, Vol. 35, No. 4 (Summer), 1994, pp. 11-25.
2. Keil, M., Beranek, P.M., and Konsynski, B.R., "Usefulness and Ease of Use: Field Study Evidence Regarding Task Considerations," *Decision Support Systems*, Vol. 13, No. 1 (January), 1995, pp. 75-91.
3. Keil, M., Mixon, R., Saarinen, T., and Tuunainen, V., "Understanding Runaway IT Projects: Results from an International Research Program Based on Escalation Theory," *Journal of Management Information Systems*, Vol. 11, No. 3, 1995, pp. 67-97.
4. Keil, M., and Carmel, E., "Customer-Developer Links in Software Development," *Communications of the ACM*, Vol. 38, No. 5 (May), 1995, pp. 33-44.
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121. Du, S., Keil, M., Mathiassen, L., Shen, Y., and Tiwana, A., "The Role of Perceived Control, Attention-Shaping, And Expertise in IT Project Risk Assessment," *Proceedings of the 39th Annual Hawaii International Conference on System Sciences (HICSS-39)*, Island of Kauai, January 4-7, 2006. Proceedings published on CD-ROM.
122. Park, C., Im, G.P., and Keil, M., "Overcoming the MUM Effect in IT Project Reporting: The Effect of Time Pressure and Blame Shifting," *Academy of Management Best Papers Proceedings 2006* (published on CD ROM), Atlanta, GA, August 11-16, 2006.
123. Napier, N.P., Keil, M., and Tan, F.B., "Skills of Successful IT Project Managers: An Exploratory Study Using the Repertory Grid Technique," Presented at the *Academy of Management Meeting*, Atlanta, GA, August 11-16, 2006. Abstract published on CD-ROM.

124. Cuellar, M.J., Keil, M., and Johnson, R.D., "The Deaf Effect Response to Whistle-Blowing in Information Systems Projects," *Inaugural (First) International Research Workshop on IT Project Management (IRWITPM 2006)*, Milwaukee, WI, December 9, 2006. Note: This paper received a best paper award.
125. Singh, S., Keil, M., and Kasi, V., "The Challenges in Implementing a Project Management Office: A Delphi Study," *Academy of Management Best Papers Proceedings 2007* (abstract published on CD ROM), Philadelphia, PA, August 3-8, 2007.
126. Park, C., Keil, M., and Kim, J.W., "Willingness to Report Bad News on Troubled IT Projects: Impact of Personal and Situational Factors," *Academy of Management Best Papers Proceedings 2007* (abstract published on CD ROM), Philadelphia, PA, August 3-8, 2007.
127. Park, C., and Keil, M., "Organizational Factors and Bad News Reporting on Troubled IT Projects," *Proceedings of the 2007 Americas Conference on Information Systems (AMCIS 2007)*, Keystone, CO, August 9-12, 2007.
128. Cuellar, M.J., Keil, M., Johnson, R.D., Beck, R., Liu, S., and Pretorius, H., "The Impact of Collectivism on the Deaf Effect in IT Projects," *Second International Research Workshop on IT Project Management (IRWITPM 2007)*, Montreal, Quebec, Canada, December 8, 2007.
129. Mähring, M., Flynn, D., Keil, M., and Pan, G., "An Integrated Model for De-escalating Runaway IT Projects," *International Business Information Management Conference (9th IBIMA)*, Marrakech, Morocco, January 4-6, 2008.
130. Keil, M., Sainsbury, R., Tiwana, A., and Sneha, S., "How Individual and Organizational Factors Affect Whistleblowing on Troubled IT Projects," *Academy of Management Best Papers Proceedings 2008* (abstract published on CD ROM), Anaheim, CA, August 8-13, 2008.
131. Liu, S., Keil, M., Rai, A., Zhang, J., Chen, T., "How User and Requirement Risks Moderate the Effects of Formal and Informal Controls on IT Project Performance," *Proceedings of the International Conference on Information Systems*, December 14-17, 2008, Paris, France. Abstract published online. Note: This paper was nominated for a best paper award at ICIS.
132. Park, C., and Keil, M., "Reassessing the Mediating Role of Responsibility in the Basic Whistleblowing Model," *Academy of Management Best Papers Proceedings 2009* (abstract published on CD ROM), Chicago, Illinois, August 7-11, 2009.
133. Park, S.C., Keil, M., Kim, J., and Bock, G-W., "Understanding Overbidding Behavior in C2C Auctions: An Escalation Theory Perspective," *Academy of Management Best Papers Proceedings 2010*, Montreal, Quebec, Canada, August 8-10, 2010.
134. Iarossi, J., Miller, J.K., O'Connor, J., and Keil, M., "Addressing the Sustainability Challenge: Insights from Institutional Theory and Organizational Learning," *Proceedings of the First International Conference on Engaged Management Scholarship*, Cleveland, OH, June 2-5, 2011. This paper received a Best Scholarship Award for Best Practitioner Paper.
135. Sambhara, C., Keil, M., Rai, A., and Kasi, V., "Buyers' Perceptions of the Risks of Internet Enabled Reverse Auctions," *Proceedings of the 2011 Americas Conference on Information Systems (AMCIS 2011)*, Detroit, MI, August 4-7, 2011.
136. Keil, M., Lee, H.K., and Deng, T., "Ranking the Most Critical Skills for Managing IT Projects: A Delphi Study of IT Project Managers," *Academy of Management Best Papers Proceedings 2011*, San Antonio, TX, August 12-16, 2011.

137. Lee, J.S., and Keil, M., "The Influence of Initial Goal Setting on Escalation of Commitment," *Academy of Management Best Papers Proceedings 2011*, San Antonio, TX, August 12-16, 2011.
138. Miller, J., and Keil, M., "An Adapted Model for Small Business Innovation Networks: The Case of an Emergent Wine Region in Southern California," *Proceedings of the Second International Conference on Engaged Management Scholarship*, Cranfield School of Management, Cranfield, Bedford, England, June 8, 2012.
139. Lee, J.S., Keil, M., and Wong, E.K.F., "The Influence of Goal Orientation on Escalation of Commitment: A Temporal Orientation Perspective," *Academy of Management Best Papers Proceedings 2012*, Boston, MA, August 3-7, 2012.
140. Park, E., Keil, M., and Ramesh, B., "Exploring the Role of Attribution and Emotion in Whistleblowing," *Academy of Management Best Papers Proceedings 2012*, Boston, MA, August 3-7, 2012.
141. Gregory, R.W., Keil, M., and Muntermann, J., "Ambidextrous IS Strategy: The Dynamic Balancing Act of Developing a 'Transform & Merge' Strategy in the Banking Industry," *Proceedings of the 26th International Conference on Information Systems, ICIS 2012*, Orlando, FL, December 16-19, 2012.
142. Iarossi, J., Keil, M., and Oviatt, B., "Network and Path Building Processes in Emerging Ventures," 2013 Babson College Entrepreneurship Research Conference, Lyon, France, June 5-8, 2013.
143. Lee, J.S., Keil, M., and Givens, S., "The Influence of Performance Appraisal on Escalation of Commitment in IT Projects," *Academy of Management Best Papers Proceedings 2012*, Orlando, FL, August 9-13, 2013.
144. Lee, H.K., Keil, M., Smith, H.J., and Sarker, S., "The Roles of Mood and Conscientiousness in Error Reporting Decisions on IT Projects," *Academy of Management Best Papers Proceedings 2012*, Orlando, FL, August 9-12, 2013.

Publications: Refereed Other

145. Keil, M., "Project Management," *Wiley Encyclopedia of Electrical and Electronics Engineering*, John G. Webster (ed.), Volume 17, 1999, pp. 384-397.
146. Keil, M., and Cuellar, M.J. "Project Management," *Wiley Encyclopedia of Electrical and Electronics Engineering*, John G. Webster (ed.), 2006.

Publications: Non-Refereed

147. Shamel, R.E., and Keil, M., "Biotechnology Opportunities and Challenges: Markets, Engineering, and Regulation," *Chemical Economy & Engineering Review*, July/August, 1986, pp. 5-8.
148. Leonard-Barton, D. and Keil, M., "Introductory Notes," *Developing Expert Systems for Manufacturing: A Case Study Approach*, by Kaewert, J.W. and Frost, J.M., New York: McGraw-Hill, Inc., 1990, pp. xi-xii.
149. Keil, M., and Sviokla, J.J., "DuPont's Artificial Intelligence Implementation Strategy," Harvard Business School Publishing Division, Boston, MA, 1989, Case #9-189-036. Reprinted in *Decision Support and Expert Systems: Management Support Systems*, by Efraim Turban. Third Edition. New York: Macmillan Publishing Company, 1993, pp. A51-A66.

150. Keil, M., and Sviokla, J.J., "DuPont's AI Task Force: The CTS Expert System," Harvard Business School Publishing Division, Boston, MA, 1989, Case #9-189-067.
151. Keil, M., and Sviokla, J.J., "DuPont's AI Task Force: The Water Intrusion Expert System," Harvard Business School Publishing Division, Boston, MA, 1989, Case #9-189-189.
152. Keil, M., and Sviokla, J.J., "Dyer/Brown & Associates," Harvard Business School Publishing Division, Boston, MA, 1989, Case #9-189-068.
153. Keil, M., and Konsynski, B.R., "Air Products and Chemicals, Inc.: The Knowledge-Based Systems Team and the PIX Project," Harvard Business School Publishing Division, Boston, MA, 1989, Case #9-189-109.
154. Keil, M., and Sviokla, J.J., "Dyer/Brown & Associates Video," Harvard Business School Publishing Division, Boston, MA, 1990, Video #9-890-509.
155. Keil, M., and Konsynski, B.R., "Air Products' Product Information Expert (PIX) System, Video," Harvard Business School Publishing Division, Boston, MA, 1990, Video #9-890-506.
156. Keil, M., and Sviokla, J.J., "Decision Guide Corporation," Harvard Business School Publishing Division, Boston, MA, 1990, Case #9-190-007.
157. Keil, M., Simonson, S., and Sviokla, J.J., "BellSouth Enterprises: The Cellular Billing Project," Harvard Business School Publishing Division, Boston, MA, 1993, Case #9-193-150.
158. Keil, M., "Pulling the Plug," *InformationWeek*, March 15, 1993, p. 72.
159. Keil, M., "Identifying and Preventing Runaway Systems Projects," *American Programmer*, Vol. 8, No. 3, (March 1995), pp. 16-22.
160. Smith, H.J., and Keil, M., "Mum's the Word," *Beyond Computing*, Vol. 4, No. 4, (June 1995), pp. 16-17.
161. Smith, H.J., and Keil, M., "Speaking Out to Outsiders," *Beyond Computing*, Vol. 4, No. 5, (July/August 1995), pp. 20-21.
162. Smith, H.J., and Keil, M., "Setting Realistic Expectations," *Beyond Computing*, Vol. 5, No. 8, (October 1996), pp. 14-16.
163. Keil, M., and Sviokla, J.J., "BellSouth Enterprises: The Cellular Billing Project," Harvard Business School Publishing Division, Boston, MA, 1997, Video #9-397-506.
164. Keil, M., and Kappelman, L.A., "Year 2000: The Critical Role of IS Audit and Control Professionals," in *Year 2000: Strategies and Solutions From the Fortune 100*, edited by Leon A. Kappelman, International Thompson Computer Press, Boston, MA., 1997, pp. 198-202.
165. Huff, R.A., Keil, M., Kappelman, L.A., and Prybutok, V.R., "Validation of the Sitkin-Weingart Business Risk Propensity Scale," *Management Research News*, Vol. 20, No. 12 (December, 1997), pp. 39-48.
166. Romanow, D., Keil, M., and McFarlan, F.W., "Timberjack Parts: Packaged Software Selection Project," Harvard Business School Publishing Division, Boston, MA, 1998, Case #9-398-085.

167. Keil, M. "Timberjack Parts: Packaged Software Selection Project," Harvard Business School Publishing Division, Boston, MA, 1998, Video #9-399-510.
168. Keil, M. "Foreword," *Computing Calamities: Lessons Learned From Products and Companies that Failed*, by Robert L. Glass, Upper Saddle River, NJ: Prentice-Hall, Inc., 1999, pp. ix-xii.
169. Keil, M. "Identifying and Preventing Runaway Systems Projects," Chapter 1 in *Managing Software Risks* by Charles W. Bosler, Jr., Mark Crego, Patrick O'Beirne, Don Oxley, Patricia Seymour, Joyce Statz, and Susan Tennison, Arlington, MA: Cutter Consortium, 1999. Note: this book chapter was republished based on an earlier paper that appeared in *American Programmer* in 1995.
170. Keil, M. and Montealegre, R., "Breaking the Cycle," *Strategic Direction*, Vol. 16, No. 10, October 2000, pp. 19-21.
171. Rai, A., Wareham, J., Weinlein, B., and Keil, M., "Omnexus: The Plastics eMarketplace," 2001, ISWorld Net Teaching Case, <http://www.coba.usf.edu/departments/isds/faculty/abhett/ISTeachingCases.htm>
172. Meader, G., Keil, M., and McFarlan, F.W., "The Free Internet Initiative in LaGrange, Georgia," Harvard Business School Publishing Division, Boston, MA, 2002, Case #0-302-041.
173. Keil, M., and McFarlan, F.W., "The Free Internet Initiative in LaGrange, Georgia," Harvard Business School Publishing Division, Boston, MA, 2003, Video #9-303-802.
174. Keil, M. "Software Project Escalation and De-escalation: What Do We Know?," *Cutter IT Journal*, Vol. 16, No. 12, December 2003, pp. 5-11.
175. McFarlan, F.W., Keil, M., and Hupp, J., "The AtekPC Project Management Office," Harvard Business School Publishing Division, Boston, MA, 2007, Case #9-308-049.
176. McFarlan, F.W., Keil, M., Hupp, J., and Soule, D., "The AtekPC Project Management Office," Teaching Note to accompany The AtekPC Project Management Office Teaching Case, Harvard Business School Publishing Division, Boston, MA, 2008, #5-008-001.
177. Hamermesh, R., McFarlan, F.W., Keil, M., Katz, A., Morgan, M., and LaBorde, D., "Computerized Provider Order Entry at Emory Healthcare," Harvard Business School Publishing Division, Boston, MA, 2010, Case #9-311-061.
178. Keil, M., and Mähring, M., "Är ditt it-projekt på väg att bli ett svart hål?," *CIO Sweden*, December 7, 2010, pp. 28-33.
179. McFarlan, F.W., Keil, M., and Kaul, M., "Telemonitoring at Visiting Nurse Health System," Harvard Business School Publishing Division, Boston, MA, 2012, Case #9-112-030.
180. Keil, M., and Mähring, M., "你的项目正变成黑洞?" CEIBS Business Review, April 2012, pp. 047-051.

Papers Presented at Academic Workshops

1. "The Effects Of Information Technology Failures On The Market Value Of Firms: An Empirical Examination," paper presented by Anandhi Bharadwaj (co-author) at the 2001 INFORMS Conference, Miami Beach, FL. Nov. 3-4, 2001.

2. "Leverage Points for Addressing Digital Inequalities: Comparing Under-Privileged Adopters and Non-Adopters of High Speed Internet TV" paper presented by JJ Po-An Hsieh (co-author) at the MISRC/CRITO Symposium on the Digital Divide, Minneapolis, MN, August 26-27, 2004.
3. "The Skill-set of successful IT Project Managers: An exploratory study using the Repertory Grid Technique" paper presented by Nannette Napier (co-author) at the OASIS 2004 Workshop, Washington, D.C., December 2004.
4. "Government Accountability Office (US GAO) IT Projects Audits: Rich Data Sets for identifying patterns in IT project failure" paper presented by Duane Truex (co-author) at the OASIS 2005 Workshop, Las Vegas, NV, December 2005.
5. "Physicians' Benefits Appraisal of IT-enabled Clinical Process Innovation," presented by Arun Rai (co-author) at the IT/SCM Interface Miniconference, San Diego, November 20, 2010.

Media Interviews and Publicity

- Research profiled in *Information Week*. "Building Better Business Systems," October 17, 1994, p. 57.
- Research described in *Global Communique* published by the Information Systems Audit and Control Association. "Why do some IS projects turn into "runaways"?", Volume 6, 1995, p. 3.
- Interviewed and quoted in 7/17/2000 issue of *Computerworld* in article by Kim Nash on IS Auditors. "The IT Police," *Computerworld*, July 17, 2000, pp. 50-51.
- Interviewed and quoted in 10/31/2000 issue of *Computerworld* in article by Kim Nash on project failures. "Companies Don't Learn From Previous IT Snafus," *Computerworld*, 10/31/2000, Cover Story.
- Interviewed and quoted in June 2001 issue of *Darwin Magazine* in article by Steve Ulfelder entitled: "The Dirty Half-Dozen: Six Ways I.T. Projects Fail—And How You Can Avoid Them."
- Research profiled in *Knowledge@Emory*. "When Your IT System Crashes, So Can Your Market Value," August 29, 2001, <http://knowledge.emory.edu/article.cfm?articleid=383>
- Interviewed and quoted in a *BusinessWeek online* story on the CEO's need to understand information technology. The article was entitled "The Digital Age Storms the Corner Office." The article appeared in *BusinessWeek online* September 6, 2001 and may be found at http://www.businessweek.com/technology/content/sept2001/tc2001096_253.htm.
- Interviewed and quoted in *CIO Insight*, "The CIO Insight Study: Project Management" by Edward H. Baker and Anne Field, September 2001, pp. 57-62.
- Research featured in November/December 2001 issue of *Baseline* in article by Robert Hertzberg entitled "BADA-BOOM."
- Endorsed MIT Press book "Software Development Failures" by Kweku Ewusi-Mensa, 2003.
- Interviewed and quoted in January 2003 issue of *Baseline* in an article by Kim Nash entitled "3 Triumphs, 3 Breakdowns." The url to the story is: <http://www.baselinemag.com/article2/0,3959,841277,00.asp>
- Interviewed and quoted in *LaGrange Daily News*. "GSU survey looking at who uses LITV," by Jason Morton, July 2, 2003.
- Interviewed and quoted in *Baseline*. "Looking for Trouble," by Kim S. Nash, January 2004, p. 74.
- Interviewed and quoted in *Computerworld*. "United axes troubled baggage system at Denver airport," by Todd R. Weiss, June 10, 2005, <http://www.computerworld.com/managementtopics/management/project/story/0,10801,102405,00.html>

- Interviewed and quoted in *Atlanta Journal Constitution*. “Senior Executives Go Back to School,” by Bill Hendrick, April 18, 2010, pp. D1, D5.
- Interviewed and quoted in *The CBS Interactive Business Network (BNET) Leadership Lab Blog*, “Is it Time to Pull the Plug on that Project?”, by Kimberly Weisul, December 21, 2010, <http://www.bnet.com/blog/business-research/is-it-time-to-pull-the-plug-on-that-project/440?tag=content;drawer-container>
- Interviewed and quoted in *hortinews.com*, “Zo herkent u hopeloze projecten vaardigheden,” December 24, 2010, <http://www.hortinews.com/news.php?id=23949>
- Interviewed and quoted in *University Journal* (SUUNews.COM), Southern Utah University, “Keil talks health in America,” April 18, 2013, p. 1.

Invited Research Presentations

"Managing MIS Implementation: Identifying and Removing Barriers to Use," presented at the Doctoral Consortium of the 11th International Conference on Information Systems, December 14-16, 1990, Copenhagen, Denmark.

"IS Implementation: A Proposed Laboratory Study of Escalating Commitment to a Failing Course of Action." Invited presentation given at the University of Georgia, June 5, 1992.

"Understanding Runaway IT Projects: Preliminary Results from a Program of Research Based on Escalation Theory." Invited presentation given at New York University, March 31, 1994.

Panel chair, “Managing IT Projects for Success: Re-engineering or Better Project Management” at ICIS Conference, December 1994, Vancouver. Panelists included: Lynne Markus, Mike Ginzberg, and Jim Willbern.

“Escalation of Commitment in Information Systems Development: A Comparison of Three Theories.” Invited presentation given at:

University of Jyväskylä, Department of Computer Science and Information Systems, Jyväskylä, Finland, June 9, 1995.

Helsinki School of Economics and Business Administration, Department of Information Systems Science, Helsinki, Finland, June 12, 1995.

University of Turku and the Turku School of Economics, Turku, Finland, June 15, 1995.

Invited panelist. "Theory Development for Researching Software Risk Management: A Panel Discussion and Debate," *AIS Americas Conference on Information Systems*, Pittsburgh, PA., August 25-27, 1995

“Managing IT Project Risk.” Invited presentation delivered at the Southeast Exchange Conference, Atlanta, GA., November 8, 1995.

"Managing Software Projects: The Impact of Risk Perception and Risk Propensity on Risk Behavior." Research paper presented (with L. Wallace) at the 1996 *Georgia Research on Information Technology and Systems Conference*, Milledgeville, GA, March 1, 1996.

"Identifying and Preventing Runaway Projects in IS." Research paper presented (with J. Mann) at the 1996 *Georgia Research on Information Technology and Systems Conference*, Milledgeville, GA, March 1, 1996.

“Escalation of Commitment in IT Projects.” Invited presentation given at Georgetown University, April 19, 1996.

“Escalation of Commitment in IT Projects: Preliminary Results from a Survey of IS Auditors.” Invited presentation given at the Information Systems Audit and Control Association’s International Conference, Calgary, Alberta, Canada, July 21-24, 1996.

Discussant for paper presented at the Academy of Management Meeting, “Explanations Offered by IS Managers to Rationalize Project Failures,” by C.L. Iacovou and A.S. Dexter, Cincinnati, OH, August, 1996.

“Managing Knowledge in Organizations: Confronting the Dark Side of the Force,” Invited presentation given at the Georgia Technology Month Seminar on “Creating Competitive Advantage in High Tech Companies,” Atlanta, GA, October 1, 1996.

Invited panelist. “Is What We Know About Top Management Support Practically Useful? A Challenge to the Conventional Wisdom,” *International Conference on Information Systems (ICIS)*, Cleveland, OH, December 16-18, 1996.

“Turning Runaway Software Projects Around: The De-escalation of Commitment to Failing Courses of Action.” Invited presentation (with Dan Robey) given at the Lattanze Center for Executive Studies in Information Systems in Baltimore, Maryland on 10/23/98.

Invited to Chair a Shared Interest Track session on escalation at the Academy of Management Meeting entitled: “Up or Down the Up Escalator: Escalating Commitment in Individuals and Groups,” San Diego, CA, August 1999.

“Managing Software Project Escalation: Understanding the Dark Side of the Force,” Invited presentation given at Emory University’s Goizueta Business School, December 6, 1999.

“Managing Software Project Escalation: Understanding the Dark Side of the Force,” Invited presentation given at The University of Georgia’s Terry College of Business, March 28, 2000.

“Understanding Software Project Escalation and De-Escalation,” invited presentation given at the Michael F. Price College of Business, University of Oklahoma, March 9, 2001.

“The Effects Of Information Technology Failures On The Market Value Of Firms: An Empirical Examination,” Invited presentation at the Weatherhead School of Management, Case Western Reserve University, May 3, 2002.

“IT Project Escalation and De-Escalation: Overcoming the Dark Side of the Force,” Invited presentation delivered to the Heartlands Chapter of the Project Management Institute, Omaha, Nebraska, March 12, 2003.

“Understanding Software Project Escalation and De-Escalation,” invited presentation at the University of Nebraska at Omaha, March 13, 2003.

“IT Project Escalation and De-Escalation: Overcoming the Dark Side of the Force,” invited presentation delivered to MBA students in Alex Citurs class at Emory University’s Goizueta Business School, April 15, 2003.

Invited panelist. “Senior Executive Involvement in Focused Change: Help or Hindrance?” *Academy of Management Meeting*, Seattle, WA, August 3-6, 2003.

Discussant for paper presented at the Academy of Management Meeting, “Software Development Expertise: An Empirical Comparison Using Revealed Causal Maps,” by D.J. Armstrong and V.K. Narayanan, Seattle, WA, August 3-6, 2003.

Chaired paper session at INFORMS Conference on Information Systems & Technology, Atlanta, Georgia, October 18-19, 2003.

“IT Project Escalation and De-Escalation: Overcoming the Dark Side of the Force,” invited presentation delivered to EMBA students in Benn Konsynski’s class at Emory University’s Goizueta Business School, November 1, 2003.

“IT *DOES* Matter: Why Even Packaged Software Projects Fail,” invited presentation delivered to Georgia State University’s Society of Entrepreneurs, November 20, 2003.

“Information Technology Project Escalation: A Process Model,” invited presentation delivered to Indiana University’s Kelley School of Business, Bloomington, Indiana, March 26, 2004.

Invited to Chair an OCIS Division Paper Session at the Academy of Management Meeting entitled: “What Technology Should I Use: When, Where and Why?,” New Orleans, LA, August 2004.

“Leverage Points for Addressing Digital Inequality: The Story of the Free Internet Initiative in LaGrange, Georgia,” invited presentation delivered to the University of Georgia’s Terry College of Business, February 3, 2005.

Invited to Chair an OCIS session on technology adoption at the Academy of Management Meeting entitled: “Technology Adoption: The Individual Level,” Honolulu, HI, August 2005.

“Pulling the Plug on Troubled IT Projects,” invited presentation delivered at the Center for the Management of IT at University of Virginia’s McIntire School of Commerce, September 22, 2006.

“Pulling the Plug on Troubled IT Projects,” invited presentation delivered at the Institute of Information Systems at Johann Wolfgang Goethe Universität Frankfurt am Main, November 7, 2006.

“Pulling the Plug on Troubled IT Projects,” invited presentation delivered at Deutsche Bank Guest Speaker Series, Frankfurt, Germany, September 5, 2007.

“Understanding Digital Inequality: Comparing Continued Use Behavioral Models of the Socio-economically Advantaged and Disadvantaged,” invited presentation given at Rensselaer Polytechnic Institute, Lally School of Management & Technology, October 17, 2007.

“IT Project Escalation and Project Status Reporting: A Process Model and an Experiment,” invited presentation given at University of North Carolina (UNC) Charlotte, The Belk College of Business, November 16, 2007.

“Why IT Failures Matter and How to Avoid Them,” invited presentation delivered to MBA students in Dominic Thomas at Emory University’s Goizueta Business School, November 27, 2007.

“IT Project Governance: Avoiding the Landmines,” invited presentation at “Harnessing the Beast ... Getting targeted results from your IT investment,” an event for CFOs sponsored by Windham Brannon and Process Partners LLC, The Ashford Club, Atlanta, GA, March 25, 2008.

“Project Failure and Bad News Reporting on Troubled IT Projects,” invited presentation delivered to the Atlanta Chapter of the Project Management Institute, Atlanta, GA, July 14, 2008.

“How User and Requirement Risks Moderate the Effects of Formal and Informal Controls on IT Project Performance,” invited presentation given at McGill University, Desautels Faculty of Management, Montreal, Quebec, Canada, September 26, 2008.

“Improving IT Project Status Reporting,” invited presentation given at Windham Brannon Training Day, Atlanta, GA, November 18, 2010.

“How the Effects of Formal and Informal Controls on IT Project Performance are Contingent on Stakeholder Type and Project Risk,” invited presentation given at Queen’s University, Queen's School of Business, Kingston, Ontario, Canada, April 1, 2011.

“Is Your Project Turning into a Black Hole?,” invited presentation delivered by webcast to the Center for the Management of Information Technology, McIntire School of Commerce, University of Virginia, September 16, 2011.

“The Role of Attribution and Emotion in Whistleblowing,” invited presentation given at The Hong Kong Polytechnic University, November 28, 2011.

“How the Effects of Formal and Informal Controls on IT Project Performance are Contingent on Stakeholder Type and Project Risk,” invited presentation given at City University of Hong Kong, November 29, 2011.

“How the Effects of Formal and Informal Controls on IT Project Performance are Contingent on Stakeholder Type and Project Risk,” invited presentation given at Hong Kong University of Science & Technology, November 30, 2011.

“Publishing in Premier Journals,” invited presentation given at the College of Economics & Management South China Agricultural University, December 2, 2011.

“The Effect of an Initial Budget and Schedule Goal on Software Project Escalation,” invited presentation given at the W.P. Carey School of Business, Arizona State University, March 9, 2012.

“The Effect of an Initial Budget and Schedule Goal on Software Project Escalation,” invited presentation given at The Terry College of Business, University of Georgia, March 30, 2012.

“The Effect of an Initial Budget and Schedule Goal on Software Project Escalation,” invited presentation given at the University of Dayton, April 13, 2012.

“The Effect of an Initial Budget and Schedule Goal on Software Project Escalation,” invited presentation given at Bamberg University, July 5, 2012.

Invited panelist for “To GTM or not to GTM that is the Question” at the 6th International Workshop on GTM Research, Grounded Theory in Information Systems Research: Publishing in top IS journals, Orlando, FL, December 19, 2012.

“Transforming Healthcare in America: The Role of Information Technology and the Challenges that Lie Ahead,” university-wide distinguished lecture presented at Southern Utah University, April 16, 2013.

Invited panelist for “Publishing Research on IT-enabled Phenomena in Top Journals” at the Professional Development Workshop of the 2013 Academy of Management Meeting, Orlando, FL, August 8, 2013.

SERVICE

Service Awards

- 2004 • Inducted into the Referee Hall of Fame 2004 on the ISJ Editors Website - see <http://disc.brunel.ac.uk/isj/>.
- 2007 • Received the 2007 Decision Sciences Journal Outstanding Associate Editor Award “for constructive evaluations and thought leadership.”

Service Activities Internal to the University

Departmental Activities

- CIS Department Chair (2006-2007).
- Chair, P&T Committee (2004-2005 and 2007-2008).
- Chair, Graduate Program Committee (2009-present).
- Member, Strategic Planning Committee (2010-present).
- Chair, Post-Tenure Review Committee (2011).
- Chair, Search Committee for Health Information Technology Second Century Initiative Hire (2011-2012).
- Co-Chair, Faculty Recruiting Committee (2012-present).
- Organized Colloquium Speaker Series (2004-2005).
- Chair, Faculty Recruiting Committee (1997-1999).
- Co-Chair, Faculty Recruiting Committee (2000-2001).
- Chair, Target Journal List Revision Committee (2001-2002).
- Chair, ad-hoc committee to create journal quality list for scholarship of teaching for the CIS Department (2003).
- Delivered CIS Colloquium presentation entitled: "Information Technology Project Escalation: A Process Model" (2006).
- Participated as a panelist on CIS Professional Development Workshop: Finding a Job (2005).
- Organized and delivered CIS Professional Development Workshop: Mock 3rd Year Review (with Jim Senn, Veda Storey, and Eph McLean), (2004).
- Organized and delivered CIS Workshop for faculty and PhD students: Planning and Implementing a Research Program: Tales from the Trenches (with Dan Robey and Upkar Varshney), (2003).
- Organized and delivered CIS Workshop for faculty and PhD students on reviewing manuscripts, (2003).
- Member, CIS Department Transformation Committee (2005).
- Member, Steering Committee (1992-1993).
- Member, Doctoral Curriculum Review Committee (1992-2006).
- Member, Masters' Curriculum Review Committee (1992).
- Member, Examining Committee for PhD comprehensive examination (1992-2006).
- Served as faculty mentor for Assistant Professor Cath Oh (2012-present).
- Served as faculty mentor for Assistant Professor Sandeep Purao (1994-2002).
- Served as faculty mentor for Assistant Professor Arjan Raven (1998-2005).
- Served as faculty mentor for Assistant Professor Astrid Lipp (2000-2005).
- Served as faculty mentor for Assistant/Associate Professor Roy Johnson (2001-2005).
- Member, Faculty Recruiting Committee (1995-1997).
- Member, Doctoral Program Committee (1998-2006).
- Served on CIS Department Committee to Develop New Travel Guidelines, (1999).
- Member, Graduate Program Committee (1999-2005, 2007-2009).
- Member, PhD Admissions Committee (1999-2006; 2008-present).
- Served as panelist on CIS Faculty Development Workshop "Attracting and Supporting Doctoral Students," (1998).

College Activities

- Chair, Ad Hoc P&T Committee for Institute for Health Administration (2013).
- Chair, Search Committee for Board of Advisor's Professorship in Organizational Behavior (2011).
- Member, RCB Executive Committee (2006-2007).
- Chair, Committee to Investigate and Develop an Executive Doctorate in Business Program (2005-2006).
- Member, RCB Strategic Goals Subcommittee (2011).
- Member, RCB Planning Committee, (2004-2006).
- Member, RCB Graduate Program Council (2003-2006).
- Member, MBA Faculty Group (MFG) (1992-1995).

- Member, Undergraduate Steering Committee (2009-2010).
- Chair, Computing Skill Prerequisite Subcommittee of the MFG (1993-1994).
- Member, Policy Course Subcommittee of the MFG (1993).
- Co-chair, Research Workshop Series sponsored by CIS & DSc departments (1992-1993).
- Presented Faculty Development Seminar on Case-Based Research (1993).
- Presented Faculty Development Seminar on Oral Presentation Feedback to Students (1994).
- MBA core course coordination for IT course (with E. McLean) (1991-1996).
- Volunteer, Fundraising Drive (1992).
- Member, Faculty Development Committee (1997-2000).
- Member, Search Committee for CIS Chair (1999-2000).
- Presented Faculty Development Committee (FDC) seminar (with Marty Grace and Detmar Straub) on “tools that can increase research productivity,” (1997). Purpose of seminar was to introduce College faculty to bibliographic software (EndNote) and web-based library search tools.
- Organized Faculty Development Seminar (FDC) on case method teaching given by Ken Bernhardt, (1998).
- Developed and delivered Faculty Development Committee (FDC) seminar on the Year 2000 Computer Problem, (1999).
- Served on Graduate Faculty Review Subcommittee, Institute of International Business (2005).
- Attended AACSB DocNet event at Emory representing GSU’s CIS Dept specifically and RCB doctoral programs in general (2005).
- Participated on Faculty Development Committee (FDC) panel and delivered presentation entitled: “Longitudinal Self-assessment of Course Content Proficiency: A New Approach for Student Evaluation of Courses” (2006).
- Participated on Faculty Development Committee (FDC) panel (with Vikas Agarwal and Peter Zhang) entitled: “Maintaining High Research Productivity” (2012).
- Delivered short talk to prospective EDB students entitled “A Tale of Three Dissertations” at Executive Doctorate in Business Program Dinner (2012).

University Activities

- Member, Georgia State University Faculty Senate (1997-1999).
- Member, Productivity and Quality Study Group (1992-1995).
- Member, Search Committee for Director of the Center for Teaching and Learning (1995).
- Member, Senate Research Committee (1997-1998).
- Member, Senate Research Infrastructure Sub-Committee (1998).
- Member, Senate Commencement Committee (1997).
- Member, Senate Information Systems and Technology (IS&T) Committee (1998-1999).
- Member, Senate Sub-committee on Teaching, Learning, and Technology (1997-2000).
- Participated in Panther Preview (2006).
- Participated in Freshman Scholars Selection Day (2005).

Professional Service Activities

- Senior Editor for *Information Systems Research* (2012-present)
- Associate Editor for *Information Systems Research* (2009-2011)
- Associate Editor for *MIS Quarterly* (1997-1999)
- Senior Editor, *Information Systems Journal* (2008-2011)
- Editorial Board Member, *Journal of Management Information Systems* (2004-present)
- Associate Editor for *Decision Sciences Journal* (2005-2009)
- Co-Editor of *DATA BASE for Advances in Information Systems* (1998-2001)
- Editorial Board Member, *IEEE Transactions on Engineering Management* (1999-2006)

Service as a Reviewer

- *National Science Foundation*
- *Research Grants Council of Hong Kong*
- *MIS Quarterly (MISQ)*
- *Information Systems Research (ISR)*
- *Communications of the ACM (CACM)*
- *Journal of Management Information Systems (JMIS)*
- *The DATA BASE for Advances in Information Systems*
- *Information Systems Journal (ISJ)*
- *Decision Support Systems*
- *Decision Sciences*
- *IEEE Transactions on Engineering Management*
- *Organization Science*
- *Journal of the Association for Information Systems (JAIS)*
- *The Journal of Systems and Software (JSS)*
- *Journal of Information Technology Management*
- *MIS Quarterly Executive*
- *Auditing: A Journal of Practice & Theory*
- *Organization Studies*
- *Academy of Management Meeting (AOM).*
- *International Conference on Information Systems (ICIS)*
- *European Conference on Information Systems (ECIS)*
- *Hawaii International Conference on System Sciences (HICSS)*
- *Information Resources Management Association (IRMA)*

Other Service Activities

- Program Chair, Diffusion Interest Group in Information Technology (DIGIT), 1992.
- Program Committee member for International Conference on Information Systems, 1993.
- Member-at-Large, Organizational Communication and Information Systems Division, Academy of Management, 1994-1995.
- Faculty instructor for OCIS Junior Faculty Consortium, “Confronting Career and Professional Dilemmas,” at the Academy of Management Meeting, Cincinnati, OH, August 10, 1996.
- Local Arrangements Chair, Diffusion Interest Group in Information Technology (DIGIT), 1997.
- Program Chair Elect, OCIS Division, Academy of Management, 1998-1999.
- Served as Professional Development Workshop Chair for the OCIS Division, coordinating all pre-conference activities for the Division at the 1999 Academy of Management Meeting. Organized and helped to deliver (with Jeff Smith, Donna Stoddard, Ramiro Montealegre, and Bob DeFillippi) a four hour workshop entitled “Mastering the Case Method of Teaching.”
- Served as nominating committee chair for SIGMIS, 1998-99.
- Program Chair for Organizational Communication and Information Systems (OCIS) Division for 2000 Academy of Management Meeting in Toronto, Ontario.

- Division Chair elect for Organizational Communication and Information Systems (OCIS), Academy of Management, 2000-2001.
- Organized OCIS/TIM Junior Faculty Consortium, “Balance without Burnout: Dealing with the Competing Demands of Research, Teaching, and Service, while Having a Life Outside of Work,” for the 2001 Academy of Management Meeting in Washington D.C.
- Division Chair for Organizational Communication and Information Systems (OCIS) Division for 2001-2002.
- Past Division Chair for Organizational Communication and Information Systems (OCIS) Division for 2002-2003.
- Program Committee member, Eighth INFORMS Conference on Information Systems & Technology (CIST), Atlanta, Georgia, October 18-19, 2003.
- Served as session chair at Eighth INFORMS Conference on Information Systems & Technology (CIST), Atlanta, Georgia, October 18-19, 2003.
- Member, Program Committee for International Conference on Information Systems (ICIS), 2004.
- Member, Program Committee, Ninth INFORMS Conference on Information Systems & Technology (CIST), Denver, CO, October 23-24, 2004.
- Charter Member (Advisor), Association for Information Systems’ Special Interest Group for Information Technology Project Management (SIGITProjMgmt), 2005-present.
- Workshop Committee (Advisor), Association for Information Systems’ Special Interest Group for Information Technology Project Management (SIGITProjMgmt), 2006.
- Invited speaker at IT Department Heads Breakfast at ICIS, 2006.
- Program Committee member for International Conference on Information Systems, 2009.
- Program Committee member for International Conference on Information Systems, 2010.
- Faculty mentor for 2010 OCIS Division Junior Faculty Consortium, Academy of Management, Montreal, Quebec, August 6, 2010.
- Track Chair (Project Management and Information Systems Development Track) for ICIS 2014 (with Magnus Mahrng and Sandeep Puro), 2013-2014.

Professional Association Membership

- Association for Information Systems (AIS)
- Academy of Management (AOM)

Community Service Activities

- President, 131 Sewall Avenue Condominium Association, Brookline, MA., 1989-1990.
- Member, Computer Selection Committee, Clifton Child Care Center, 1997.
- Secretary, Board of Trustees, Congregation Shearith Israel, Atlanta, GA., 2010-2012.