

# CAROL STOAK SAUNDERS

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## EDUCATION

Ph.D. in Business, University of Houston, Houston, Texas, 1975 to December, 1979.  
Major area of concentration - Organizational Behavior and Management; Minor area -  
Management Information Systems.

Dissertation: "Management Information Systems, Communications and  
Intraorganizational Power: An Integrative Study, a longitudinal study of the impact of an  
MIS providing registration-related information upon power distributions and  
interdepartmental communication in a university setting.

Master of Business Administration, University of North Carolina, Chapel Hill, North  
Carolina, 1970-1972.

Bachelor of Arts in Mathematics and German, Florida State University, Tallahassee,  
Florida, 1965-1968.

## WORK EXPERIENCE

Professor of MIS, University of Central Florida, Orlando, Florida, August 2001 to present.

W.P. Wood Professor of MIS, University of Oklahoma, Norman Oklahoma, June 1998 to  
July 2001. Associate Director – Research, Center for MIS Studies, University of  
Oklahoma.

Professor and Chair of Management, Southern Illinois University, Carbondale, Illinois,  
Jan 1997 to June, 1998. Duties included implementing a major undergraduate curriculum  
change, working with doctoral students, and recruiting.

Professor of Computer Information Systems, Florida Atlantic University, Boca Raton,  
Florida, May 1992 to Dec 1997. Chair of Department of Decision and Information  
Systems, May 1992 to August, 1993. Duties included implementing a major  
undergraduate curriculum change, establishing a doctoral program, and recruiting.

Guest lecturer on e-commerce at Escuela Superior de Gestion Comercial Y Marketing  
(ESIC) in Madrid, Spain, July 1996; City University of Hong Kong, May 2001.

Chair and Associate Professor. Florida Atlantic University. August 1990 to May 1992. Taught MBA MIS course and management of information systems, undergraduate information systems analysis and design.

Associate Professor, Management Information Systems, Texas Christian University, Fort Worth, Texas. June 1987 to May 1990. Taught MBA and undergraduate MIS courses, organization theory; Coordinated MIS area; Served as Acting Department Chair from June 1987 to June 1988. Duties included recruiting and implementing a major curriculum change.

Assistant Professor, Management Information Systems, Texas Christian University, Fort Worth, Texas. August 1984 to May 1987. Coordinated MIS area; Taught MBA and undergraduate MIS courses, MBA information analysis, and undergraduate introduction to data processing course.

Assistant Professor, Management, Stephen F. Austin State University, Nacogdoches, Texas. August 1981 to May 1984. Taught undergraduate courses in quantitative methods, organization management, and MIS. Taught graduate courses in organization behavior and personnel.

Assistant Professor, Management and Data Processing, Northern Arizona University, Flagstaff, Arizona. September 1979 to May 1981. Taught organization theory and systems analysis and design I and II.

Instructor, Computer Science, Texas Southern University, Houston, Texas. September 1974 to September 1978. From January 1975 to September, 1977, served as Acting Chair of the Computer Science Department; Prepared departmental budgets and class schedules, executed necessary administrative tasks, and handled the hiring and supervision of student assistants and the departmental secretary; Taught courses in systems analysis and design, introduction to computing, FORTRAN, assembly language, and planning, budgeting and evaluation; Served on committee which planned the design and implementation of a Management Information System to be used by all departments and administrative offices of the University; Involved in the evaluation and selection of a computer system for TSU; Served as a consultant in the development of an admissions policy for the TSU School of Pharmacy.

Senior Systems Analyst, EXXON Company, U.S.A., Houston, Texas, June 1972 to August 1974. Designed and implemented a financial analysis model for Friendswood Land Development Company; Designed the computer-based accounting system for EXXON Production and Research Company; Served as consultant for the capital budgeting model used throughout EXXON Company, U.S.A.; Developed simulation model in GPSS of EXXON docking facilities which was used to study alternatives for the reduction of demurrage charges.

Junior Programmer Analyst, International Business Machines Corporation, Houston, Texas, February 1979 to August 1970. Wrote programs to process telemetry data received from Apollo flights.

## **HONORS AND GRANTS**

University of Oklahoma Interdisciplinary Research Incentive Grant, "The Impact of Multimedia-rich Websites on Advertising," with Steven Anderson, \$29,206, 2000. Assisted in evaluation of Institute of Business' Postgraduate Diploma in Management Information Systems in Trinidad, West Indies in a project funded by the U.S. State Department Office of International Information Programs, 2000.

Assisted in winning Sensormatic/Speedware grant for hardware and software for the FAU Department of Decision & Information Systems, \$130,000, 1995.

Fulbright Award, Malaysia, Summer 1993.

Invited speaker, Research Seminar: Case Western Reserve University, April 1997; Florida International University, October, 1994; Universiti Kebagsaan Malaysia, July, 1993; Georgia State University, November, 1991.

TCU Tandy Center for American Enterprise Summer Research Grant, 1989, "Interorganizational Power and the Intent to Adopt Electronic Data Interchange (EDI)". (Also, Chaparral Steel underwrote questionnaire printing, distribution and postage)

Society for Information Management (SIM) Research Grant, 1987, "Measuring the Effectiveness of the Information System Function", \$5200. (Also, summer research funding from TCU Neeley School of Business)

TCU Research Grant, 1986, "Teaching with Computer Conferencing", \$2576; University of Colorado at Denver, \$1005. (Also, summer research funding from TCU Neeley School of Business)

NAU Summer Research Grant, 1981, "Impact of Stages of EDP Growth on Interdepartmental Communications".

TSU Research Grant, 1977-1978, "Impact of Management Information Systems on Intraorganizational Distributions of Power".

National Urban League Fellow, 1975.

UNC Business Foundation Grant, 1970-1972.

Phi Kappa Phi, 1968.

## **REFEREED PUBLICATIONS**

Pearlson, K. and Saunders, C.S. "Managing Paradoxes: Telecommuting Examples," Academy of Management Executive, forthcoming.

C. Bruce Kavan, Saunders, C.S, and Nelson, R.E. "virutal @virtual.org," Business Horizons, 1999, September-October, 73-82.

Hart, P. and Saunders, C. "Emerging Electronic Partnerships: Antecedents and

Dimensions of EDI Use from the Supplier's Perspective," Journal of Management Information Systems, 1998, Vol. 14, No. 4, 87-111.

Saunders, C. and Miranda, S. "Information Acquisition in Group Decision Making," Information and Management, 1998, Vol. 34, 55-74.

Kavan, B. and Saunders, C. "Managers: A Key Ingredient to Alternative Work Arrangements Program Success," Journal of End User Computing, 1998, Vol. 10, No. 4, 23-32.

Hu, Q., Saunders, C. and Gebelt, M. "Diffusion of Information Systems Outsourcing: A Reevaluation of Influence Sources," Information Systems Research, 1997, Vol.8, No.3, 288-301.

Galup, S., Saunders, C., Nelson, R., and Cerveny, R. "The Use of Temporary Staff and Managers in a Local Government Environment," Communication Research, 1997, Vol 24, No. 6, 698-730.

Saunders, C., Dologite, D. and Mockler, R. "Introducing Integrated Information Technology to a Malaysian Government Research Organization," The Journal of Engineering Valuation and Cost Analysis, 1998, Vol. 1, 229-241.

McLeod, R., Kim, C. N., Saunders, C., Jones, J.W., Scheel, C., and Estrada, M.C., "Information Management as Perceived by Managers in Three Pacific Rim Countries," Journal of Global Information Management, 1997, Vol. 5, No. 3, 5-16.

Gill, G., and Saunders, C. "Motivation for Information Technology Adoption," Journal of Management Systems, 1997, Vol 9. Nos. 1-4.

Saunders, C., Gebelt, M. and Hu, Q. "Achieving Success in Information Systems Outsourcing," California Management Review, 1997 (Winter), Vol. 39, No. 2, 63-79.

Hart, P., and Saunders, C. "Power and Trust: Critical Factors in Adoption and Use of Electronic Data Exchange", Organization Science, 1997, Vol. 8, No. 1, 23-42.

McLeod, R. Jr., Jones, J. and Saunders, C. "The Difficulty in Solving Strategic Problems: The Experiences of Three CIOs", Business Horizons, January-February, 1995, 28-38.

Miranda, S., and Saunders, C. "Group Support Systems: An Organization Development Intervention to Combat Group Think", Public Administration Quarterly, Vol. 19, No. 2, 193-216. **To be reprinted** in Handbook of Organizational Consultation, R. Golembiewski (ed), Marcel Dekker, Inc.: New York, forthcoming.

Saunders, C., Robey, D. and Vaverek, K. "The Persistence of Status Differentials in Computer Conferencing," Human Communication Research, 20, No.4, 1994, 443-472.

Vaverek, K. and Saunders, C. "Computerspeak: Message Content and Perceived Appropriateness in an Educational Setting," Journal of Educational Technology Systems, 22, No. 2, 1993-1994, 123-139.

- Jones, J., Saunders, C. and McLeod, Jr., R. "Information Acquisition during Decision-Making Processes: An Exploratory Study of Decision Roles in Media Selection," IEEE Transactions on Engineering Management, 41, No. 1, 1994, 41-49.
- Jones, J., Saunders, C. and McLeod, Jr., R. "Media Usage and Velocity in Executive Information Acquisition: An Exploratory Study," European Journal of Information Systems, 2, No. 4, 1993, 260-272.
- Saunders, C. and Jones, J. "Organizational Factors Affecting the Evaluation of Information Systems Performance," Information Resources Management Journal, 5, No. 4, 1992, 5-21.
- Saunders, C. and Jones, J. "Measuring Information Systems Function Performance," Journal of Management Information Systems, 8, No. 4, 1992, 63-82.
- Saunders, C. and Clark, S. "EDI Adoption and Implementation: A Focus on Interorganizational Linkages," Information Resources Management Journal, 5, No. 1, 1992, 9-19.
- Saunders, C. and Jones, J. "Temporal Sequences in Information Acquisition for Decision Making: A Focus on Source and Medium", Academy of Management Review, 15, No. 1, 1990, 29-46.
- Saunders, C. "The Strategic Contingencies Theory of Power: Multiple Perspectives", Journal of Management Studies, 27, No. 1, 1991, 1-18.
- Jones, J., Saunders, C., and McLeod, R., Jr. "Information Media and Source Patterns Across Management Levels: A Pilot Study", Journal of Management Information Systems, 5, No. 3, 1988/1989, 71-84.
- Saunders, C. and Heyl, J. "A Lesson Learned: Evaluating Computer Conferencing", Journal of Systems Management, 39, 1988, 33-37.
- Saunders, C. and Stead, B. "Women's Adoption of a Business Uniform: A Content Analysis of Magazine Advertisements", Sex Roles, 15, Nos. 3/4, 1986, 197-295.
- Saunders, C. and Scamell, R. "Organizational Power and the Information Services Department", Communications of the ACM, 29, 1986, 142-147.
- Saunders, C. "The Strategic Impact of Information Technology on the Information Systems Department", Journal of Systems Management, 37, No. 4, 1986, 18-24.
- Saunders, C. "Model Validation: The Missing Process", Journal of Systems Management, 36, No. 8, 1985, 26-29.
- Saunders, C. and Saunders, R. "Effects of Flexitime on Sick Leave, Vacation Leave, Anxiety, Performance, and Satisfaction in a Library Setting", Library Quarterly, 55, 1985, 71-88.
- Discenza, R. and Saunders, C. "Tracking Communication Patterns During DP Growth",

Journal of Systems Management, 36, No. 1, 1984, 27-31.

Elbert, N., Saunders, C. and Schweizer, J. "The Role of Practicality in the Choice of Instructor Rating Methods", Journal of Experimental Education, 51, 1983, 114-121.

Saunders, C. and Scamell, R. "Intraorganizational Distribution of Power: Replication Research", Academy of Management Journal, 25, 1982, 192-200.

Saunders, C. "Management Information Systems, Communications and Departmental Power: An Integrative Model", Academy of Management Review, 6, 1981, 431-442.

Saunders, C. "Analyzing Selection Procedures of Members of a School of Pharmacy Admissions Committee", American Journal of Pharmaceutical Education, 42, 1978, 119-122.

## **BOOK CHAPTERS AND NONREFEREED PUBLICATIONS**

McLeod, R., Jr., Jones, J. and Saunders, C. "Executive Information Systems: Yesterday, Today and Tomorrow," in Information Technology Resources: Utilization and Management, M. Khosrowpour and G. Yaverbaum (eds), Idea Group Publishing: Harrisburg, Pa., 1990, 71-92.

Miranda, S.M., and Saunders, C.S. "Technology, Information, and Group Decision Making: A Three Level Model of Information Processing," in Encyclopedia of Microcomputers and Encyclopedia of Library and Information Science, 2000.

Saunders, C.S. "Virtual Teams: Piecing Together the Puzzle," in Framing the Domains of IT Management Research: Glimpsing the Future through the Past," R. Zmud (ed.), Pinnaflex: Cincinnati, OH, 2000, 29-50.

Saunders, C.S. and Ives, Blake "DxR Case Study," Communications of the Association for Information Systems, 2000, Vol.5, Article 3. Also at <http://misweb.ou.edu/csaunders/dxrcase/html/index.html>

Saunders, C. "An Information Systems Town Hall Meeting," Information Resources Management Journal, 13 (2), 2000, 3-5.

Saunders, C. "Responding to a Rapidly Changing Workplace," Information Resources Management Journal, 12 (1), 1999, 3-4.

Saunders, C. S. "The Role of Business in IT Research," Information Resources Management Journal, 11 (1), 1998, 4-6.

ISWorld Journal Information, <http://www.bus.ucf.edu/csaunders/newjournal.htm>

## **PRESENTATIONS**

"Power and Information Technology: A Review Using Metatriangulation," International Conference on Information Systems (ICIS 2000), Brisbane, Australia (with Carte, T.A.,

Jasperson, J., Croes, H., Zheng, W., and Butler, B.) and published in the Twenty-First International Conference on Information Systems *Proceedings*, 2000, W. Orlikowski, S. Ang, P. Weill, and H. Krcmar (eds.), 339-350.

"A Framework for Understanding Temporal Issues of Virtual Teams," 2000 National Academy of Management, Toronto, Canada. (with Manju Ahuja)

"Using Paradoxes to Refine Telecommuting Theory," 2000 IRMA conference, Anchorage, Alaska. (with Keri Pearlson).

"New Solutions to the Changing Work Environment," 1999 Fifth International Decision Sciences Institute Meeting (with Bruce Kavan) and published in the Proceedings, D.K. Despotis and C. Zopounidis (eds.), Volume I.

"Electronic Storefronts," 1998 Academy of Management Meeting, San Diego, CA (with Susan Winter and Paul Hart).

"Information Systems Management as Perceived by CIOs in Three Pacific Rim Countries," 1996 PRIISM conference (with Ray McLeod, Jr., Choong Nyoung Kim, Carlos Scheel, and Jack Jones).

"An Exploratory Study of Temporal Sequences in Information Acquisition for Decision Making," 1995 National Academy of Management, Vancouver, B.C., Canada (with Jack Jones and Ray McLeod, Jr.).

"Using Inter-organizational Computer Networks: Tendencies Toward Isomorphism," 1995 National Association of Management meeting and published in the Proceedings (with Paul Hart).

"A Unique Opportunity to Practice What We Preach," 1994 ISECON Conference, Louisville, Kentucky.

"Themes of Power and Trust in EDI Relationships," 1993 Fourteenth Annual ICIS (International Conference on Information Systems), Orlando, Florida (with P. Hart).

"Avoidance of Groupthink: An Empirical Study of Meeting Management Using Group Support Systems," 1993 Academy of Management Meeting, Atlanta Georgia (with S. Miranda).

"Electronic Data Interchange Across Organizational Boundaries: Building a Theory of Motivation and Implementation," 1993 ASAC, Lake Louise, Alberta, Canada (with P. Hart).

"Temporal Sequences in Information Acquisition for Decision Making: An Exploratory Study," 1993 ORSA/TIMS, Chicago, Illinois (with J. Jones and R. McLeod, Jr.).

"Information Acquisition during Decision Making," 1991 ORSA/TIMS, Anaheim, California (with J. Jones and R. McLeod, Jr.).

"Elaborations on Electronic Data Interchange: Antecedents and Consequences," 1991

National Academy of Management Meeting (with P. Hart).

"The Design of an Exploratory Study of the Problem-Solving Behavior of CIOs," 1991 Hawaii International Conference on Systems Sciences (with R. McLeod, Jr. and J. Jones).

"EDI Adoption and Implementation: A Focus on Interorganizational Issues," 1991 Hawaii International Conference on Systems Sciences (with S. Clark).

"Social Structures and Electronic Communications", 1989 Hawaii International Conference on System Sciences (with D. Robey and K. Vaverek).

"Information Chains: Conceptual Foundations", 1988 National Academy of Management meeting and published in the Best Papers Proceedings (with J. Jones).

"The Appropriateness of Computer Conferencing in Teaching Across Disciplines", 1988 National ISECON meeting.

"An Evaluation of Computer Conferencing in an Educational Setting", 1987 National DSI meeting (with J. Heyl).

"Information Richness: A Reexamination", 1986 National DSI meeting and published in the Proceedings (with J. Jones and R. McLeod, Jr.). This paper was selected as the **best paper in the MIS track**.

"Optional Projects in an Information Systems Course", 1986 National DSI meeting.

"Clothes Make the Man", 1984 National AIDS meeting (with B. Stead).

"The Impact of Communications on Turnover", 1984 National AIDS meeting and published in the Proceedings.

"A Longitudinal Study of the Impact of Level of Information System Function Maturity on Interdepartmental Communications and Task Characteristics", 1984 National Academy of Management meeting.

"A Study of Maturity of the Information System Function, Task Characteristics, and Interdepartmental Communications", 1983 Fourth International Conference on Information Systems (ICIS) and published in the Proceedings (with R. Keller).

"A Study of the Order of Sociometric Choices of Information Sources", 1983 National Academy of Management meeting.

"Effects of Flexitime on Employee Attendance, Stress, Perceived Performance and Satisfaction", 1982 National AIDS meeting and published in the Proceedings.

"Stages of Data Processing Growth and Interdepartmental Communications", 1982 National Academy of Management meeting.

"Information Systems and Power: A Series of Research Propositions", 1982 National Academy of Management meeting and published in the Proceedings (with R. Scamell).

"Computer Applications and Interdepartmental Communications", 1982 Southwest Academy of Management meeting and published in the Proceedings.

"Applying the Practicality Criterion in the Design and Testing of Teaching Evaluations", 1981 AIDS meeting and published in the Proceedings, (with N. Elbert and J. Schweizer).

"Another Look at the Theory of Strategic Contingencies", 1981 National Academy of Management meeting.

"Structural Conditions of Intraorganizational Distributions of Power", 1980 National AIDS meeting and published in the Proceedings (with R. Scamell).

"The Impact of an MIS on Interdepartmental Communications", 1980 Western Academy of Management meeting.

"A Framework for Viewing the Impact of Management Information Systems on Intraorganizational Distributions of Power", 1979 Southwest Academy of Management meeting and published in the Proceedings.

## **PROFESSIONAL SERVICE**

Associate Editor, MIS Quarterly, 2000

Associate Editor, Information Systems Research, 2000.

Associate Editor, Decision Sciences Journal, 1996 to present.

Associate Editor, 1995 to present; Editorial Board, 1988-1994; Information Resources Management Journal; Editor, special issue on the role of business in Information Technology research, 1997.

Editorial Board, Journal of Management Systems, 1992 to 1997.

Program Chair (1993), Organization Communication and Information Systems Division, Academy of Management.

Chair of Executive Committee (2000); General Conference Chair for 1999; Program Committee (1998); Co-chair (1992); Chair (1993), Publicity, International Conference on Information Systems.

General Conference Chair for Telecommuting 1996, Jacksonville, FL

Vice President for Program Planning, Fort Worth chapter of Association for Systems Management, 1989-1990.

Executive Board, Women in Management Division, Academy of Management, 1985-1988.

Track Chair, Information Systems/ Production and Operations Management/ R&D Technology - Southwestern Federation of Academic Disciplines, 1988.

Track Chair, Innovative Teaching Methods - ISECON, 1988.

Track Chair, Mountain Plains Conference, 1982.

Member, Technical Program Committee, 1976 National Association for Computing Machinery (ACM) meeting

Ad Hoc Reviewer: National Science Foundation

Ad Hoc Reviewer: Management Science, Communications of the ACM, Academy of Management Review, Administrative Science Quarterly, Information Systems Research, Journal of Management, IEEE Transactions on Engineering Management, Organization Science, MIS Quarterly, Journal of Management Information Systems, Journal of Information Science and Technology, Technology Studies, Sex Roles.

Dissertation Committee Member for Sundeep Sahay (Florida International University); Kathy Rust (Southern Illinois University)

*References provided upon request.*