



G. Shankar - January 2024

Curriculum Vitae

G. Shankaranarayanan (Shankar)

*Professor of Information Management
William F. Glavin Honors Chair
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EDUCATION

- **Doctor of Philosophy**
Eller School of Management, University of Arizona, December 1998.
Major: Management Information Systems; **Minor:** Computer Science
- **Master of Science in System Science**
Louisiana State University, 1990
- **Master of Science in Industrial Engineering**
Louisiana State University, 1988
- **Master of Engineering in Industrial Engineering**
Anna University, India, 1987
- **Bachelor of Engineering in Mechanical Engineering,**
Madras University, India, 1985

RESEARCH INTERESTS

Models and application of metadata for data management, schema evolution in databases, utility of data and implications for data design and data quality management, metadata management for decision support, metadata requirements for data warehouses, economics of data, data quality management and data quality of social media data.

TEACHING INTERESTS

Database systems, analysis and design of information systems, data analytics for decision-making, search engine optimization & search engine marketing, applied operations management, AI/expert systems for managerial decision-support, introductory information systems, technology management, and data analytics.

WORK EXPERIENCE

- **September 2019 – Present: Glavin Honors Chair and Director of the Honors Program, Babson College.**



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- **September 2018 – Present: Professor of Information Management, Technology, Operations and Information Management, Babson College.**
- **September 2011 – August 2018: Associate Professor (with tenure) of Information Management, Technology, Operations and Information Management, Babson College.**
- **September 2010 – August 2011: Associate Professor of Information Management, Technology, Operations and Information Management, Babson College**
- **September 2009 – August 2010: Assistant Professor of Information Management, Technology, Operations and Information Management, Babson College**

COURSES TAUGHT:

FME 1000/1001 (old) – Foundations of Mgmt. & Entrepreneurship - UGRAD
MIS 3690 – Web Technologies - UGRAD
MIS 3672 – Advanced Web Development - UGRAD
SME 2012 – Managing Information Technology and Systems (SME) - UGRAD
MIS 3645 – Agile Methods – UGRAD
MIS 3615 – Creating Tech-Savvy Entrepreneurs - UGRAD
MIS 7200 – Global Connections Through Technology (GCTT) – GRAD
OIM 7800 – Operations and Information Management (OIM) - GRAD

CURRICULUM DESIGN:

Spring 2011 – Spring 2012: Designed and delivered the Advanced Web Development (MIS 3672) course as a follow-on elective in Information Technology Management concentration..

Fall 2012 – Fall 2015: Lead designer responsible for the design of the second year (Sophomore Management Experience) course Managing Information Technology and Systems. Taught the pilot offerings of the course to tweak the content prior to full launch in fall 2014.

Spring 2016: Designed and created two modules (Rethinking Data Management and Data Management Challenges) on data management within the larger context of data analytics for an entirely online course on Business Data Analytics sponsored by Pearson.

Fall 2016: To keep the curriculum current and in sync with the industry, I designed and delivered a course on Agile Methods. I worked with the incubator in Blank



Center to identify the projects that not only had practical value to the owners (the startups in Blank) but also was implementable by the students in my course.

Spring 2017: Designed and coordinated the development and delivery of a “bootcamp” course, Creating Tech Savvy Entrepreneurs. Working with the Entrepreneurship division, the 5-day long boot camp covered the importance of technology in entrepreneurship, design thinking, agile software project management, and introduced the students to coding using Python.

SYSTEM DEVELOPMENT PROJECT:

Spring 2012- Spring 2014 – Responsible for the design and implementation of an online system to process applications for the Babson College Honors Program. Features of the system include: ability to fill out and submit application and supporting documents, ability to seek and receive recommendations from faculty for each application, ability to assign applications to members of the Honors Committee for evaluation, and ability to receive and store evaluations – all tracked by applicant. In 2013-14, was the project leader for the system development project to build the same system when it was professionally built using more sustainable and scalable technology.

- **September 1998 – August 2009: Assistant Professor of Information Systems, Boston University School of Management, Boston University**

COURSES TAUGHT:

- IS 323 – The IS component of Cross Functional Core (U-Grad)
- IS 465 – Introduction to Data Management (U-Grad)
- IS 369/469 – Designing Information Systems (U-Grad)
- IS 706 – Analysis and Design of Information Systems (Grad - MS/MBA)
- IS 883 – Databases and Data Management Systems (Grad - MS/MBA)
- IS 717 – IT Applications in Management (Grad - MS/MBA)

CURRICULUM DESIGN:

1999-2004 – Redesigned and delivered the core Analysis and Design of Information Systems course both at the graduate (IS 706) and undergraduate (IS 369/469) programs. Designed and delivered the core data management course at both graduate (IS 883) and undergraduate (IS 465) programs. Redesigned the undergraduate core (IS323) course and served as the course coordinator for the course until 2006.

2007-2008 - Lead designer responsible for the re-design of the technology curriculum in the Master of Science and Master of Business Administration joint-degree program in Boston University School of Management. Required integration of core courses into a single course and design new shorter electives. Databases and Data

Management Systems (IS883) now included parts of Systems Analysis and Design while an extended Systems Analysis and Design course (IS706) continued to be offered as an elective. IT Applications in Management (IS 717) is one of those short 1-week intensive elective offered over the winter session.

- **August 1993 – July 1998: Graduate Instructor**, Department of Management Information Systems, Eller School of Management, University of Arizona.
Taught MIS courses from 1994 - courses taught include Database systems and Introduction to Operations Management.
Spring 1995: Teaching assistant for the graduate level database systems course (MIS 531B). Responsibilities included instructing students in the use of Sybase System 10 RDBMS, interactive SQL, and application development using Sybase APIs.
Fall 1997: Teaching assistant for the graduate level advanced database systems course (MIS 696G) and the MBA-level database course (MIS 555). Instructed students on the use of Oracle 7.3 RDBMS including interactive SQL and application development using SQL * Forms 3.0 and web-based applications.
- **November 1992 - July 1993: Technical Support Consultant**, Oracle Systems (SEA) Singapore.
 - ◆ *Responsible for installing and maintaining ORACLE RDBMS on a variety of platforms including UNIX, VAX Clusters, Siemens mainframe, each with MS-DOS, MS-Windows, and OS/2 clients. Used Novell Netware for networking.*
 - ◆ *Served as a design consultant for designing and developing information systems using Oracle on all above-described platforms.*
 - ◆ *Taught courses on Oracle products - SQL*Plus, SQL*Forms, SQL*Reportwriter, and Pro*C to data management professionals, executives, and consultants from other businesses/firms in Singapore.*
- **January 1991 - October 1992: Senior Systems Analyst**, Tata Consultancy Services, Chennai, India.
 - ◆ *Responsible for sales, installation, and post-sales support of Oracle and related products.*
 - ◆ *Taught training courses for TCS consultants in Oracle 6.0 and Oracle products.*
 - ◆ *Taught UNIX programming to professional developers and consultants.*
 - ◆ **Project Leader** - systems development for a Loan Accounting System for the Tamil Nadu state Industrial Investment Corporation (TIIC).
 - ◆ **Project Leader** - in charge of designing a system for a library of engineering drawings at the R&D division of Lucas TVS, Chennai, India.
- **1988 - 1990: Graduate Instructor**, Department of Information Systems and Decision Sciences, Louisiana State University
 - *Responsible for designing and teaching information systems courses such as introductory information systems and data management and file organization.*



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- **1987 - 1988: Teaching Assistant**, Department of Industrial and Manufacturing Systems, Louisiana State University
 - *Responsible for designing and teaching laboratory sessions for courses (Design and Analysis of Industrial Systems & Introduction to Manufacturing Automation).*

HONORS AND AWARDS

- (September 2023) **Babson College Faculty Service Award**
- (August 2019) **Mendix Rapid Developer Certification**
- (September 2016) **Babson College Dean's Award for Excellence in Undergraduate Teaching**
- (May 2015) **Babson Professor of the Year Award** – May 2015.
- (December 2011) **Runner-Up – Best Paper of 2010 – *Journal of Interactive Marketing*.**
- (November 2010) **Nominee - Stuart Madnick Best Paper Award** at the International Conference on Information Quality (ICIQ 2010), Little Rock, AR.
- (June 2008) **Computer World Honors Laureate** (Education and Academia category) from Computer World (<http://www.cwhonors.org/>) for the innovative use of technology in curriculum in the MS. MBA program at Boston University School of Management, Washington DC.
- (November 2008) **Nominee –Stuart Madnick Best Paper Award** at the International Conference on Information Quality (ICIQ 2008), Boston, MA.
- (June 2008) **Finalist - ECIS 2008 Best Paper Award** at the European Conference on Information Systems, Galway, Ireland.
- (December 2007) **Winner - WITS 2007 Best Paper Award** at the Seventeenth Annual Workshop on Information Technologies and Systems, Montreal, Canada.
- (November 2007) **Winner - Stuart Madnick Best Paper Award** at the International Conference on Information Quality (ICIQ 2007), Boston, MA.
- (August 2003) **Nominee - AMCIS 2003 Best Paper Award** at the Americas Conference on Information Systems (AMCIS 2003), Tampa, FL, 2003.
- (May 2002) **Broderick Prize for Excellence in Teaching** Boston University School of Management Undergraduate program.
- (May 2002) **Broderick Prize for Excellence in Teaching** Boston University School of Management Graduate program.
- (May 2002) **Broderick Prize for Service** Boston University School of Management service to the Graduate Programs.
- (July 2000) **Winner - Best Student Paper Award** (with Amy LaMeyer), LISA-NT.

- (January 1999) **Nominee** - HICSS 1999 Best Paper Award in the research track on "Modeling Technologies and Intelligent Systems" at Hawaii International Conference on System Sciences, Maui, 1999.
- (December 1997) **Doctoral Fellow** – Selected for and participated in the Ernst & Young Doctoral Consortium (40 best dissertations selected from all over the world), hosted by the International Conference on Information Systems (ICIS), Atlanta, Georgia, 1997.
- (1993-1997) **Graduate Registration Scholarships:** Awarded on Merit by the Department of Management Information Systems, Eller School of Management, The University of Arizona.

RESEARCH FUNDING AND SCHOLARSHIPS

- **Babson Faculty Research Grant (BFRF)** – 2015 – with co-author Prof. Roger Blake (Title: *Framing Data Quality Research – From Content to Context – the Evolution of Research in Data and Information Quality*).
- **Babson Faculty Research Grant (BFRF)** – 2013 – with co-author Prof. Bin Zhu (Title: *Justifying the role of Data Quality Metadata in Structured Decision making*)
- **Babson Faculty Research Grant (BFRF)** – 2010 – with Profs. Bala Iyer and Donna Stoddard (Title: *Investigating the role of non-transactional data in business enterprises – implications for data quality, data governance and enterprise architecture*)
- **Boston University School of Management Junior Faculty Research Grant** – co-recipient (with Bin Zhu), 2005-06.
- **Boston University School of Management Junior Faculty Research Grant** – co-recipient (with P. R. Balasubramanian), 2002-03.

PUBLICATIONS

ARTICLES IN REFEREED JOURNALS

- ❖ Gordon, S. R., Gilleran, R., Shankaranarayanan, G., Stoddard, D., Johnson, B. (2023) *Blockchain adoption in the supply chain – a game theoretic perspective: the case of the diamond industry*, Journal of Information Technology Case and Application Research, 25:3, 241-276, DOI: [10.1080/15228053.2023.2234267](https://doi.org/10.1080/15228053.2023.2234267)
- ❖ Hashmi, N., Shankaranarayanan, G., Malone, T. W. (2023)¹ *Is bigger better? A study of the effect of group size on collective intelligence in online groups*, Decision Support Systems, Volume 167, 2023, 113914, ISSN 0167-9236, <https://doi.org/10.1016/j.dss.2022.113914>, <https://www.sciencedirect.com/science/article/pii/S0167923622001853>

¹ This paper was accepted in 2022. The official citation lists the paper as 2023.

- ❖ Mancha, R. and Shankaranarayanan, G. (2021), “*Sustaining Innovation Starts with Self-Efficacies*”, Ivey Business Journal, November/December 2021. (<https://iveybusinessjournal.com/sustaining-innovation-starts-with-self-efficacies/>)
- ❖ Shankaranarayanan, G. and Zhu, B. (2021), “*Enhancing Decision-Making with Data Quality Metadata*”, Journal of Systems and Information Technology, vol. 23, no. 2. (<https://doi.org/10.1108/JSIT-08-2020-0153>), October 2021
- ❖ Shankaranarayanan, G., Stoddard, D., Gilleran, R., Beitelspacher, L., and Bravo, S. (2021). “*Experiential Learning of Information Systems in Functional Contexts: The Digital Brand Strategy Project*”. Communications of the Association of Information Systems, Vol. 49, September 2021(<https://doi.org/10.17705/1CAIS.04902>).
- ❖ Mancha, R. and Shankaranarayanan G. (2021)² “*Making a Digital Innovator: Antecedents of innovativeness with digital technologies*”, Information Technology and People, vol. 24, no. 1, pp. 318-335, 2021 (<https://doi.org/10.1108/ITP-12-2018-0577>)
- ❖ Shankaranarayanan, G. and Blake, R. (2017) “*From Content to Context: Evolution of Data Quality Research*”, ACM Journal of Data and Information Quality, vol.8, no. 2, Article 9, January 2017
- ❖ Shankaranarayanan, G., Even, A. and Berger, P. D. (2015) “*Optimizing Data Management with Disparities in Data Value*”, Journal of International Technology and Information Management, vol. 24, no. 3, Article 1, 2015. (<http://scholarworks.lib.csusb.edu/jitim/vol24/iss3/>)
- ❖ Shankaranarayanan, G., Even, A. and Berger, P. D. (2015) “*A Decision-Analysis Approach to Optimize Marketing Information Systems Configurations under Uncertainty*”, Journal of Marketing Analytics, vol. 3, no. 1, pp. 14-37, March 2015.
- ❖ Gordon, S., Blake, R. and Shankaranarayanan G. (2013). – *Case Based Research in Information Systems: Gaps and Trends*, vol. 13, no. 2, article 13, Journal of Information Technology Theory and Application (JITTA).
- ❖ Joglekar, N., Anderson, E. and Shankaranarayanan, G (2013). – *Accuracy of Aggregate Data in Distributed Project Settings: Model, Analysis and Implications*, ACM Journal on Data and Information Quality, vol.4, no.3, Article 13, May 2013.
- ❖ Su, Y., Shankaranarayanan, G. and Talburt, J.(2013) – *A Process-Oriented Methodology for the Assessment of Medical Information Quality in Chinese Hospitals*, International Journal on Advances in Information Sciences and Service Sciences, vol.5, no. 3, pp. 223-233.
- ❖ Blake, R. and Shankaranarayanan, G. (2012) – *Discovering Data and Information Quality Research: Insights Gained Through Latent Semantic Analysis*, International Journal of Business Intelligence Research, Vol.3, No.1, 2012, pp. 1-16

² This paper was accepted and published online in 2020. The official citation lists the paper as 2021.

- ❖ Even, A., Shankaranarayanan, G. and Berger, P. D. (2010) – *Evaluating a Model for the Optimal Design of Large Datasets using a Real-World CRM Setting*, Decision Support Systems, Vol. 48, 2010, pp. 152-163.
- ❖ Even, A., Shankaranarayanan, G. and Berger, P. D. (2010) – *Managing the Quality of Marketing Data: Cost/Benefit Tradeoffs and Optimal Configuration*, Journal of Interactive Marketing, Vol. 24, No. 3, August 2010, pp. 209-221.
- ❖ Even, A., Shankaranarayanan, G. and Berger, P. D. (2010) – *Inequality in Utility of Customer Data: Implications for Data Management and Usage*, - Journal of Database Marketing and Customer Strategy Management, Vol. 17, No. 1, March 2010, pp. 19-35.
- ❖ Even, A. and Shankaranarayanan, G. (2009) *Dual Assessment of Data Quality in Customer Databases*, ACM Journal of Data and Information Quality, Vol. 1, No. 3, December 2009.
- ❖ Even, A. and Shankaranarayanan, G. (2009) *Utility Cost Perspectives in Managing Data Quality*, Journal of Computer Information Systems, Winter issue, 2009, pp. 127-135.
- ❖ Watts, S., Shankaranarayanan, G., and Even, A. (2009) *Data Quality Assessment in Context: A Cognitive Perspective*, Decision Support Systems, Vol. 48, 2009, pp. 202-211.
- ❖ Even, A., Shankaranarayanan, G. and Berger, P. D. (2009) *A Decision Analysis Approach for Optimizing Design Alternatives for Information Systems* – Advances in Management, Vol. 2, No. 10, October 2009, pp. 31-37.
- ❖ Gaynor, M. and Shankaranarayanan, G. (2008) *Implications of Sensors and Sensor-Networks for Data Quality Management*, International Journal of Information Quality, Vol. 2, No. 1, pp. 75-93.
- ❖ Cai, Y. and Shankaranarayanan, G. (2007) *Managing Data Quality in Inter-Organizational Data Networks*, International Journal of Information Quality, Vol. 1, No. 3, 2007, pp. 254-271.
- ❖ Even, A., Shankaranarayanan, G. and Berger, P. D. (2007) *Economics-Driven Data Management: An Application to the Design of Tabular Datasets*, IEEE Transactions on Knowledge and Data Engineering, Vol. 19, No. 6, June 2007, pp. 818-831.
- ❖ Even, A. and Shankaranarayanan G. (2007) *Utility-Driven Assessment of Data Quality*, The DATA BASE for Advances in Information Systems – ACM SIGMIS Journal, Vol. 38, No. 2, May 2007, pp. 75-93.
- ❖ Even, A. and Shankaranarayanan, G. (2007) *Utility-Driven Configuration of Data Quality in Data Repositories*, International Journal of Information Quality, Vol. 1, No. 1, 2007, pp. 22-40.
- ❖ Gaynor, M., Myung, D., Hashmi, N., Shankaranarayanan, G. and Moulton, S. (2007) *An Intelligent Pre-Hospital Patient Care System*, International Journal of Electronic Healthcare, Vol. 3, No. 1, 2007, pp. 107-122 .
- ❖ Iyer, B., Shankaranarayanan, G. and Wyner, G. (2006) *Process Coordination Requirements: Implications for the Design of Knowledge Management Systems*, Journal of Computer Information Systems, Volume XLVI, No. 5, 2006, pp. 1-13.

- ❖ Shankaranarayanan, G., Watts, S. and Even, A. (2006) *The Role of Process Metadata and Data Quality Perceptions in Decision Making: An Empirical Framework and Investigation*, Journal of Information Technology Management, Vol. XVII, No. 1, 2006, pp. 50-67.
- ❖ Shankaranarayanan, G. and Cai, Y. (2006) *Supporting Data Quality Management in Decision Making*, Decision Support Systems, Vol. 42, 2006, pp. 302-317.
- ❖ Shankaranarayanan, G. and Even, A. (2006) *The Metadata Enigma* Communications of the Association of Computing Machinery (CACM), Vol. 49, No. 2, 2006, pp. 88-94.
- ❖ Shankaranarayanan, G. (2005) *Towards Implementing Total Data Quality Management in Data Warehouses*, Journal of Information Technology Management, Vol. XVI, No. 1, 2005, pp. 21-30.
- ❖ Iyer, B., Shankaranarayanan, G. and Lenard, M. (2005) *Model Management Decision Environment: A Web-Service Prototype for Spread Sheet Models*, Decision Support Systems, Vol. 40, No. 2, 2005, pp. 283-304.
- ❖ Shankaranarayanan, G. and Even, A. (2004) *Managing Metadata in Data Warehouses: Pitfalls and Possibilities*, Communications of the Association of Information Systems (CAIS), Vol. 14, No. 13, 2004, pp. 1-49.
- ❖ Shankaranarayanan, G., Ziad, M. and Wang, R. Y. (2003) *Managing Data Quality in Dynamic Decision Environments: An Information Product Approach*, Journal of Database Management, Vol. 14, No. 4, 2003, pp. 14-32
- ❖ Chen, H., Shankaranarayanan G., Iyer, A. and She, L. - *A Machine Learning Approach to Inductive Query by Examples - An Experiment Using Relevance Feedback, ID3, Genetic Algorithms and Simulated Annealing*, Journal of the American Society for Information Science (JASIS), vol. 49, no. 8, June 1998, 693-705.

CHAPTER IN REFEREED BOOKS

- ❖ Petrone, K., Hanna, R., Shankaranarayanan, G. (2021). A Comparative Examination of AR and Video in Delivering Assembly Instructions. In: Auer, M.E., Tsiatsos, T. (eds) Internet of Things, Infrastructures and Mobile Applications. IMCL 2019. Advances in Intelligent Systems and Computing, vol 1192. Springer, Cham.
https://doi.org/10.1007/978-3-030-49932-7_43
- ❖ Grewal, D., Roggeveen, A. and Shankaranarayanan, G. (2015) *Marketing-ITS Integration: Developing the Next Generation Managers* in the book “Evolving Entrepreneurial Education: Innovation in the Babson Classroom”, pp. 139-158, edited by Crittenden, V., Esper, K., Karst, N., and Slegers, R. Emerald Group Publishing, Bingley, United Kingdom.
- ❖ Blake, R., Gordon, S., and Shankaranarayanan, G. (2012) *Role of Case-Based Research in Information Technology and Systems* in the book “Information Systems Research and Exploring Social Artifacts: Approaches and Methodologies”, pp. 200-220, edited by

Isaias, P. and Nunes, M. B., Information Science Reference (IGI Global), Hershey, PA, USA.

- ❖ Shankaranarayanan, G. and Even, A. (2009) *Measuring Data Quality in Context*, in the book “Handbook of Research on Innovations in Database Technologies and Applications”, Edited by Ferraggine, V. E., Doorn, J. H. and Rivero, L. C., Database and Signal Processing Research Group, INTIA - Institute of Advanced Informatics Technology Research, Universidad Nacional del Centro de la Pcia,de, Argentina.
- ❖ Shankaranarayanan, G. and Iyer, B. (2008) *Managing Knowledge for Decision Support in the Digital Enterprise: Conceptual Architecture*, In T.P. Rajmanohar (eds.), Decision Theory Models and Experiences. (pp. 135-147) The ICFAI University Press, Hyderabad, India. 2008.
- ❖ Even, A., Shankaranarayanan, G. and Berger, P. D. (2008) *Utility/Cost Tradeoffs in the Design of Data Resources*, in the book “Handbook of Research on Modern Systems Analysis and Design Technologies and Applications” , Edited by Syed, M. and Syed, S., Minnesota State University, Idea Group Reference (IGR), July 2008.
- ❖ Shankaranarayanan, G. and Even, A. (2006) *Managing Metadata in Decision Environments* in the book “Processing and Managing Complex Data for Decision Support”, Edited by Jerome Darmont and Omar Boussaid, University of Lyons, France, Idea Group Publishing, 2006, pp. 153-184.

PAPERS UNDER JOURNAL REVIEW/REVISION/PREPARATION

- ❖ Shankaranarayanan, G., Stoddard, D., and Amovic, B. – VIBHOR: New Business Opportunities (**submitted** – Babson Case Collection – December 2023)
- ❖ Hashmi, N. and Shankaranaryanan, G. *Does Time Matter: Examining the Collective Intelligence of Virtual Groups*. (**under review** – Journal of Computer Information Systems – December 2023)
- ❖ Shankaranarayanan, G., Hanna, R. and Petrone, K. – *Role of AR in Providing Assembly Instructions – a comparison with DIY Video instructions*. (Final revisions prior to submission – target CACM).
- ❖ Shankaranarayanan, G.– *Role of Social Media Technologies on Data Quality Management* (in preparation for submission to the International Journal of Information Quality)
- ❖ Shankaranarayanan, G and Blake, R. – *Justifying the Role of Data Quality Metadata in Decision Making* (manuscript in preparation, additional data collection ongoing).
- ❖ Shankaranarayanan, G. and Blake, R. – *Assessing believability of Social Media data* (manuscript in preparation additional data collection ongoing)

ARTICLES IN REFEREED CONFERENCES

- ❖ Shankaranarayanan, G., Stoddard, D. B., Amovic, B. (2022). VIHBOR: New Business

Options. *North American Case Research Association Conference (NACRA 2022)*, October 2022, Niagara Falls, Canada.

- ❖ Petrone, K., Shankaranarayanan, G., Hanna, R. C. (2019). A Comparative Examination of Augmented Reality (AR) and Video in Delivering Assembly Instructions. *In the proceedings of the International Conference on Interactive Mobile Communication, Technologies, and Learning (IMCL 2019)*. Thessaloniki, Greece. Oct-Nov. 2019.
- ❖ Mancha, R. and Shankaranarayanan, G. (2017) *Educating an Innovative Workforce for the Digital Economy*, in the proceedings of the Twenty Third Americas Conference on Information Systems (AMCIS 2017), Boston, MA, USA, August 2017
- ❖ Shankaranarayanan, G. and Zhu, B. (2016) *SPIDEQ: A Prototype for Decision Making with Quality Metadata*, in the proceedings of the 21st International Conference on Information Quality (ICIQ 2016), Ciudad Real, Spain, June 2016.
- ❖ Shankaranarayanan, G. and Blake, R. (2015) *Data and Information Quality: Evolving Themes and Research Trends*, in the proceedings of the Twenty First Americas Conference on Information Systems (AMCIS 2015), Puerto Rico, August 2015.
- ❖ Shankaranarayanan, G. and Zhu, B. (2014) *Ensuring the Positive Impact of DQ Metadata: Implications for Decision Support*, in the proceedings of the Twentieth Americas Conference on Information Systems (AMCIS 2014), Savannah, Georgia, August 2014.
- ❖ Shankaranarayanan, G. and Zhu, B. (2012) *Data Quality Metadata and Decision Making*, in the proceedings of the 45th Hawaii International Conference on System Sciences (HICSS-45), Maui, HI, January 2012.
- ❖ Shankaranarayanan, G., Iyer, B. and Stoddard, D. (2012) *Quality of Social Media Data and Implications of Social Media for Data Quality* in the proceedings of the 17th International Conference on Information Quality (ICIQ – 2012), Paris, France, November 2012, pp. 311-325.
- ❖ Shankaranarayanan, G., Joglekar, N. and Anderson, E. G. (2012) *Improving Data Accuracy in Inter-Organizational Data Exchanges* in the proceedings of the 5th International Conference on Information for Cooperation (COINFO 2012), Nanjing, China, November 2012.
- ❖ Shankaranarayanan, G., Iyer, B. and Stoddard, D. (2011) *Can Social Media Help Data Quality?* in the proceedings of COINFO 2011 (International Conference on Information for Cooperation), Hangzhou, China, November 2011, pp. 125-134.
- ❖ Gordon, S. and Shankaranarayanan, G. (2011) *The Role of Case-Based Research in Information Technology and Systems*, in the proceedings of IADIS International Workshop on Information Systems Research Trends, Approaches and Methodologies (ISRTAM 2011), Rome, Italy, July 2011.
- ❖ Blake, R. and Shankaranarayanan G. (2010) *Framing Data Quality Research: the Road Not Taken* –in the proceedings of the International Conference on Information Quality (ICIQ-2010), Little Rock, AR, November 2010.

- ❖ Shankaranarayanan, G., Joglekar, N. and Anderson, E. (2010) *Managing the Accuracy of Project Data in a Distributed Project Setting* - in the proceedings of the International Conference on Information Quality (ICIQ-2010), Little Rock, AR, November 2010 (**nominated for best paper**).
- ❖ Shankaranarayanan, G. and Blake R. (2010) *A Look at the Road Traveled: Understanding Data Quality Research* –in the proceedings of COINFO 2010 (International Conference on Information for Cooperation), Beijing, China, November 2010.
- ❖ Even, A., Shankaranarayanan, G. and Berger, P. D.(2010) – *Inequality Assessment in the Value of Marketing Data* – **abstract** forthcoming in the proceedings of the Direct/Interactive Marketing Research Summit, San Francisco, CA, October 2010.
- ❖ Shankaranarayanan, G., Zhu, B. and Cai, Y. (2009) *DQ Metadata for Decision Making: Pitfalls and Possibilities*, in the proceedings of COINFO 2009 (International Conference on Information for Cooperation), Beijing, China.
- ❖ Even, A., Shankaranarayanan, G. and Berger, P. D. (2009) *Inequality in Utility of Customer Data*, **abstract** in the proceedings of the Direct / Interactive Marketing Research Summit, San Diego, CA, U. S. A.
- ❖ Shankaranarayanan, G, Zhu, B. and Cai, Y. (2009) *Visualizing Data Quality Metadata for Decision Support*, in the proceedings of the Americas Conference on Information Systems (AMCIS 2009), San Francisco, CA, U. S. A.
- ❖ Even, A., Shankaranarayanan, G. and Berger, P. D. (2009) *Tradeoffs in Managing the Quality of Marketing Data*, in the proceedings of the Americas Conference on Information Systems (AMCIS 2009), San Francisco, CA, U. S. A.
- ❖ Shankaranarayanan, G., Zhu, B. and Cai, Y. (2008) *Decision Support with Data Quality Metadata*, in the proceedings of the International Conference on Information Quality (ICIQ 2008), Boston, MA, U. S. A. (**nominated for best paper**).
- ❖ Even, A. and Shankaranarayanan, G. (2008) *Comparative Analysis of Data Quality and Utility Inequality Assessments*, in the proceedings of the European Conference on Information Systems (ECIS), Galway, Ireland. (**finalist for best paper**).
- ❖ Even, A., and Shankaranarayanan, G. (2008) *Impartial versus Utility-driven Assessments of Data Quality: Methodology, Insights, and Implications for CRM*, in the proceedings of the International Conference on Industrial Logistics (ICIL), Tel Aviv, Israel.
- ❖ Even, A., Shankaranarayanan, G. and Berger, P. D. (2008) *Managing Data Quality and Time Span Coverage for CRM – Cost/Benefit Tradeoffs*, **abstract** in the proceedings of the Direct / Interactive Marketing Research Summit, Las Vegas, NV, U. S. A.
- ❖ Even, A., Shankaranarayanan, G. and Berger, P. D. (2007), *Inequality in Utility of Data and its Implications for Data Management*, in the Proceedings of the Seventeenth Annual Workshop on Information Technology and Systems (WITS 2007), Montreal, Canada. (**Received the WITS 2007 Best Paper Award**).

- ❖ Even, A. and Shankaranarayanan, G. (2007), *Differentiating between Impartial and Utility-Driven Quality Assessments in Large Datasets*, in the Proceedings of the International Conference on Information Quality (ICIQ 2007), Boston, MA, U.S.A. (**Received the Stuart Madnick Best Paper Award**).
- ❖ Even, A., Shankaranarayanan, G. and Berger, P. D. (2007) *Economics Driven Design of a Data Warehouse*, in the proceedings of the Design Science Research in Information Systems and Technology (DESRIST 2007), Claremont, CA, U.S.A.
- ❖ Zhu, B., Shankaranarayanan, G. and Cai, Y. (2007) *Integrating Data Quality Data into Decision Making Process: An Information Visualization Approach*, (**short paper**) in the proceedings of the 12th International Conference on Human-Computer Interaction (HCI 2007 International), Beijing, Peoples Republic of China.
- ❖ Even, A., Shankaranarayanan, G. and Berger, P. D. (2006) *Data Warehouse as a Dynamic Capability: Utility-Cost Foundations and Implications for Economics-Driven Design*, In the Proceedings of the International Conference on Information Systems (ICIS 2006), Milwaukee, WI, U.S.A.
- ❖ Even, A. and Shankaranarayanan, G. (2006) *Not all Data are Equal: Inequality in Utility and Implications for Data Management*, in the International Conference on Information Quality (ICIQ 2006), Boston, MA, U.S.A.
- ❖ Even, A. and Shankaranarayanan, G. (2006) *Maximizing the Economic Performance of Data Repositories: Configuring the Optimal Timespan*, in the Proceedings of the 12th Americas Conference on Information Systems (AMCIS 2006), Acapulco, Mexico.
- ❖ Shankaranarayanan, G. and Even, A. (2006) *A Value Driven Model for Data Manufacturing: An Application for Optimal Error Correction Policies*, In the Proceedings of the IRMA Conference (IRMA 2006), Washington DC, U.S.A.
- ❖ Even, A., Shankaranarayanan, G. and Berger, P. D. (2006) *Economics based Design of Data Management Systems*, In the Proceedings of the Design Science Research in Information Systems and Technology (DESRIST 2006), Claremont, CA, U.S.A.
- ❖ Even, A., Shankaranarayanan, G. and Watts, S. (2006) *Enhancing Decision Making With Process Metadata: A Theoretical Framework, Research Tool, and Exploratory Examination*, In the Hawaii International Conference on System Sciences (HICSS 39), Kauai, HI, U.S.A.
- ❖ Hashmi, N., Corwin, D., Myung, D., Gaynor, M., Kudesia, V., Tollefson, W., Shankaranarayanan, G., and Moulton, S. L. (2006) *Embedding Rules in a Pre-Hospital Mobile Database*, In the Proceedings of IEEE/ACS International Conference on Computer Systems and Applications (AICCSA 2006), March 2006, Dubai/Sharjah, UAE. <http://dx.doi.org/10.1109/AICCSA.2006.205240>
- ❖ Even, A., Shankaranarayanan, G. and Berger, P. D. (2005) *Profit Maximization with Data Management Systems*, In the Proceedings of the International Conference on Information Systems (ICIS 2005), Las Vegas, NV, U.S.A.

- ❖ Shankaranarayanan, G. and Even, A. (2005) *Value-Driven Data Quality Assessment*, In the Proceedings of the International Conference on Information Quality (ICIQ 2005), Boston, MA, U.S.A.
- ❖ Shankaranarayanan, G. and Cai, Y. (2005) *A Web Service Application for Data Quality Management in the B2B Networked Environment*, In the proceedings of the Hawaii International Conference on System Sciences (HICSS 38), Big Island, HI, U.S.A.
- ❖ Even, A. and Shankaranarayanan, G. (2004) *Managing Metadata: Challenges and Opportunities*, in the proceedings of the Decision Sciences Institute Conference, Boston, MA, U.S.A.
- ❖ Cai, Y. and Shankaranarayanan, G. (2004) *A Data Quality Assurance Model in the B2B Networked Environment*, Proceedings of the Americas Conference on Information Systems (AMCIS), New York, NY, U.S.A.
- ❖ Shankaranarayanan, G. and Gaynor, M. (2004) *Sensor Data and Managing Data Quality in Sensory Network Applications*, Proceedings of the Americas Conference on Information Systems (AMCIS), New York, NY, U.S.A.
- ❖ Shankaranarayanan, G. and Watts, S. (2003) *A Relevant Believable Approach for Data Quality Assessment*, in the Proceedings of the International Conference on Information Quality (ICIQ), Boston, MA, U.S.A.
- ❖ Shankaranarayanan, G., Cai, Y. and Ziad, M. (2003) *Evaluating Completeness of an Information Product*, Proceedings of the Americas Conference on Information Systems (AMCIS), Tampa, FL, U.S.A. (**nominated for the best paper**).
- ❖ Balasubramanian, P. R. and Shankaranarayanan, G. (2002) *Architecting Decision Support for the Digital Enterprise – A Web Services Perspective*, Proceedings of the Americas Conference on Information Systems (AMCIS), Dallas, TX., U.S.A.
- ❖ Shankaranarayanan, G., Balasubramanian, P. R. and Wang, R. Y. (2001) *Tracking Information Product Flows in the Mobile Patient Service Supply Chain- A Real-Vision Approach*, Proceedings of the Information Quality Conference (ICIQ), Boston, MA., U.S.A.
- ❖ Shankaranarayanan, G. (2001) *Managing Changes to Data Sources in a Data Warehousing Environment*, Proceedings of Americas Conference on Information Systems (AMCIS), Boston, MA., U.S.A.
- ❖ Shankaranarayanan, G., Wang, R. Y. and Ziad, M. (2000) *IPMAP: Representing the Manufacture of an Information Product*, Proceedings of the Information Quality Conference (IQ2000), Boston, MA., U.S.A.
- ❖ LaMeyer, A., Shankaranarayanan, G. and Johansson, J. M. (2000) *On Designing a Database for Integrated User Management: Pitfalls and Possibilities*, Proceedings of the LISA-NT Conference, Seattle, WA., U.S.A. (**Winner USENIX Association Best Student Paper Award**).

- ❖ Shankaranarayanan, G., Iyer, B. and Kang, C. (2000) *Conceptualizing Architectures for E-Business*", Proceedings of the Americas Conference on Information Systems (AMCIS), Long Beach, CA., U.S.A.
- ❖ Ram, S. and Shankaranarayanan G. (1999) *Modeling and Navigation of Large Information Spaces: A Semantics-Based Approach*, Proceedings of the Hawaii International Conference on System Sciences (HICSS-32), Maui, HI., U.S.A. (**nominated for the best paper**).
- ❖ Ram, S., Shailaja, V., Shankaranarayanan G., Dickinson, R., Sorooshian, S. and Marsh, S. (1997) *Semantics-Based Approach For Managing Remote Sensing Data in a Heterogeneous Distributed Environment*, Proceedings of International Society for Photogrammetry and Remote Sensing (ISPRS) Joint Workshop, Boulder, CO., U.S.A.
- ❖ Ram, S. and Shankaranarayanan G. (1996) *A Methodology for Dynamic Schema Evolution in a Heterogeneous Database System*, Proceedings of the Americas Conference on Information Systems (AMCIS), Phoenix, AZ., U.S.A.
- ❖ Ram, S. and Shankaranarayanan G. (1996) *A Graph Theoretic Approach for Database Schema Evolution*, Proceedings of the INFORMS Conference on Information Systems and Technology, Washington D.C., U.S.A.

TEACHING CASES

- ❖ Davenport, T., Shankaranarayanan, G., Stoddard, D. B. (2022) *ShotSpotter: AI and the Future of Law Enforcement Technology*. Babson Case Collection (BAB734C)

INVITED ARTICLES (not refereed)

- ❖ Shankaranarayanan, G., Stoddard, D., and Gilleran, R (2017) *Digital Brand Strategy – A Project for an Information Technology and Management (ITM) Course*, Proceedings of the Americas Conference on Information Systems (AMCIS 2017), Technology, Research, Education, and Opinions (TREO), August 2017.
- ❖ Gordon, S. and Shankaranarayanan, G. (2015) *Big Data and Data Quality*, Babson Insights Newsletter, November 2015.
- ❖ Gordon, S., Blake, R. and Shankaranarayanan, G. (2014) “ *An Agenda for Case-Based Research*”, Journal of Information Technology Case and Application Research (JITCAR), vol. 16, no. 2, 2014
- ❖ Shankaranarayanan, G. and Blake, R. (2010) *Research in Data Quality – Future Research Directions*, Journal of the Institute of Scientific and Technical Information for Cooperation, Vol. 3, No. 4., November 2010.
- ❖ Shankaranarayanan, G. and Even A., (2008) *Synergistic Benefits of Dual Assessment of Data Quality*, Journal of the Institute of Scientific and Technical Information for Cooperation, Vol. 1, No. 4., November 2008

- ❖ Shankaranarayanan, G and Iyer, B. (2008) *Managing Knowledge for Decision Support in the Digital Enterprise*, Effective Executive (Journal of the Institute of Chartered Financial Accountants of India (ICFAI), Vol. XI, No. 6, June 2008, pp. 30-36 (Invited article)
- ❖ Shankaranarayanan, G. and Wang, R. (2007) *IPMAP – Current State and Research Directions*, in the proceedings of the International Conference on Information Quality (ICIQ 2007), Boston, MA, November 2007.
- ❖ Shankaranarayanan, G. and Even, A (2006) – *El Enigma de los MetaDatos – Translation of the CACM article on Metadata for instructional use by Luis Antonio Alvarez Oval of Universidad Autonoma de Chiapas.*

INVITED PRESENTATIONS

- ❖ (*Academic/Professional*) Shankaranarayanan, G. (2019) - *Creating Collaborative Opportunities with Industries to Support Curriculum and Research*, New England Association for Information Systems, Lowell. (March 2019).
- ❖ (*Professional*) Feldman, S. and Shankaranarayanan, G. (2018) – *Finding the sweetspot for Cognitive Computing* at the *Directions in Cognitive session* at AI World Boston, December 3-5, 2018, Boston, MA.
- ❖ (*Professional*) Shankaranarayanan, G. and Reynolds, H. (2017) – *A Reference Model for Cognitive Applications* at the *Directions in Cognitive session* at AI World Boston, December 13, 2017, Boston, MA.
- ❖ (*Professional*) Shankaranarayanan, G. (2016) – *Future of Data Management: Key Challenges for Analytics* at the Analytics Leadership Council of the International Institute of Analytics meeting on September 28, 2016, Boston, MA.
- ❖ (*Professional*) Shankaranarayanan, G and Gordon, S. (2015) – *Big Data and Data Quality* at the American Statistical Association – Boston Chapter meeting on June 18, 2015, Boston, MA.
- ❖ (*Academic/Professional*) Shankaranarayanan, G. (2011), *Social Media and Data Quality*, in the 6th International Symposium on the Cooperation and Promotion of Information Resources in Science and Technology (COINFO 2011), sponsored by the Institute of Scientific and Technical Information of China (ISTIC), Hangzhou, China, November 2011
- ❖ (*Academic/Professional*) Shankaranarayanan, G. and Blake, R. (2010), *Research in Data Quality: Future Research Directions*, in the 5th International Symposium on the Cooperation and Promotion of Information Resources in Science and Technology (COINFO 2010), sponsored by the Institute of Scientific and Technical Information of China (ISTIC), Beijing, China, November 2010
- ❖ (*Academic/Professional*) Shankaranarayanan, G. and Even, A. (2008), *Understanding the Synergistic Benefits of Data Quality Assessment Methods*, in the 3rd International Symposium on the Cooperation and Promotion of Information Resources in Science and Technology (COINFO 2008), sponsored by the Institute of Scientific and Technical Information of China (ISTIC), Beijing, China, November 2008.

- ❖ *(Professional)* Shankaranarayanan, G. (2008), *Implementing Data Quality for CRM – Trends and Directions*, in the conference on Data Quality and Relationship Marketing (2nd Data Quality Management Conference), Sao Paulo, Brazil, April 2008.
- ❖ *(Academic)* Shankaranarayanan, G. and Wang, R. Y. (2007), *IPMAP: Current State and Perspectives*, in the International Conference on Information Quality (ICIQ 2007), Boston, MA, November 2007.
- ❖ *(Academic)* Shankaranarayanan, G. and Even, A. *Total Data Quality Management*, at Universidade Methodista de Piracicaba (UNIMEP), Brazil, April 2007.
- ❖ *(Academic)* Shankaranarayanan, G. *Managing Data Quality for CRM – From Concepts to Economics*, at Fundacao Getulio Vargas (FGV), Sao Paulo, Brazil, April 2007.
- ❖ *(Professional)* Shankaranarayanan, G. and Even, A. *Foundations of Data Quality Management and its Application for Customer Relationship Management*, in the conference on Data Quality and Relationship Marketing (1st Data Quality Management Conference), Sao Paulo, Brazil, April 2007.
- ❖ *(Professional)* Shankaranarayanan, G. and Even, A. *Designing Data-Driven Information Products and Systems*, presented at combined conference of The Data Management Association (DAMA) and the Wilshire Metadata, Boston, MA, March 2007.
- ❖ *(Professional)* Shankaranarayanan, G. and Even, A. *Metadata Research: Syntactic, Semantic, and Pragmatic Perspectives*, presented at combined conference of The Data Management Association (DAMA) and the Wilshire Metadata, Denver, Colorado, April 2006.
- ❖ *(Professional)* Shankaranarayanan, G. *What can Metadata do for you?* – presented at Life Science Informatics session on “Data Integration Across the Pharma Environment – Why are we still talking about this problem?” at the Committee Day organized by the Massachusetts Biotechnology Council, January 19, 2006.
- ❖ *(Professional)* Shankaranarayanan, G. and Even, A. *Gaining Value and Profitability from Organizational Data*, presented at the VRMS User Conference, Baltimore, Maryland, October 17-18, 2005.
- ❖ *(Professional)* Shankaranarayanan, G. *Classifying Metadata*, Oracle Designers Working Group, Waltham, MA, September 2005.
- ❖ *(Professional)* Shankaranarayanan, G. and Hammer, J. *Constructing Metadata Repositories: Layering and Growing Metadata*, Data Management Association (DAMA), Chicago, IL, August 2003.
- ❖ *(Academic)* Shankaranarayanan, G. *Data Quality Management – Research Issues and Directions*, presented at the Panel and Discussion session, Americas Conference on Information Systems (AMCIS), Tampa, FL, August 2003.
- ❖ *(Academic)* Shankaranarayanan, G. *Managing Information Technology – Research Directions*, at Bharatidasan Institute of Management, Tiruchi, India, July 2000.

PROFESSIONAL ACTIVITIES

Program Evaluator – External

- ◆ As an expert in Data and Information Quality, I was selected to conduct a review of the Master’s Program in Data Quality at the University of Arkansas – Little Rock. This is the only program of its kind established in 2008 by Acxiom.

Dissertation Chair

- ◆ Adir Even (2008) *Economics-Driven Design of Data Repositories*, Boston University School of Management.
- ◆ Yu “Jerry” Cai (2007) *The Impact of Data Quality Metadata on Decision-Making*, Boston University School of Management.

External Reader

- ◆ Wendell Scott Dismute (2009) *Data Governance: A Study of the Current State and Emerging Trends*, Masters’ Thesis, Information Science department, University of Arkansas, Little Rock.
- ◆ Vasanthakumar, M. (2021) *Effectiveness of Employee Engagement Practices Among the Public Sector Bank Employees in Chennai District*, Ph.D. Thesis, Commerce Department (Loyola College), Madras University.

Editorial Responsibilities (Journals)

- ◆ **Associate Editor** – ACM Journal of Data and Information Quality (since Dec 2008).
- ◆ **Area Editor (North America)** of the International Journal of Information Quality (since Jun 2008).
- ◆ Member of the **Editorial Board** of the International Journal of Information Quality (August 2006 to June 2008).
- ◆ Member - **Editorial Review board** of the Journal of Database Management – starting January 2001 - present

Editorial Responsibilities (Conferences) Program Committee Member

- ◆ Program Committee Member – NEAIS 2023 (UNH)
- ◆ Mini-track Organizer – AMICS 2023 (Panama).
- ◆ Program Committee Member – NEAIS 2022 (NorthEastern).
- ◆ Organizing Committee Member – AMCIS 2017 (Boston).
- ◆ European Conference on Information Systems (ECIS) – 2009 - 2014.
- ◆ Workshop on Information Technology Systems (WITS) – 2007, 2008, 2009.
- ◆ Information Resources Management Association (IRMA) Conference - 2003, 2005
- ◆ International Conference on Information Quality (ICIQ) - 2001, 2003, 2007-2017
- ◆ International Conference on Information for Cooperation (COINFO) – 2008-2014
- ◆ Track Chair and Program Committee Member – San Diego Conference on Information Systems (SDIS), San Diego, CA, 2005 and 2006



- ◆ Track on Data Quality Management in IRMA Conference, Washington DC., May 2006

Panel Member (Conferences)

- ◆ Managing Data Quality – in Americas Conference on Information Systems (AMCIS), 2003.
- ◆ Data Quality Research – Trends and Directions – in the International Conference on Information Quality, (ICIQ), 2003.

Mini-Track and Session Chair (Conferences)

- ◆ Mini-track on Technology and Applications of Sensor Data and Sensory Networks – Americas Conference on Information Systems (AMCIS), 2004, New York, NY.
- ◆ Americas Conference on Information Systems (AMCIS) 1997, 99, 2001, 03, 09
- ◆ International Conference on Information Quality (ICIQ), 2000, 01, 03, 06-08 and 10

Ad Hoc Reviewer

- ◆ Management Information Systems Quarterly (MISQ)
- ◆ Communications of the AIS
- ◆ Journal of Systems and Information Technology
- ◆ Journal of Data Semantics
- ◆ European Journal of Information Systems
- ◆ ACM Journal on Data and Information Quality
- ◆ INFORMS Journal on Computing
- ◆ Journal of Management Information Systems
- ◆ Information Systems Research
- ◆ Decision Support Systems Journal
- ◆ Journal of Computer Information Systems
- ◆ IEEE Transactions on Knowledge and Data Engineering
- ◆ Transactions on Enterprise Information Systems (TEIS)
- ◆ Several top conferences
 - HICSS – 1995, 98, 99, 2000, 02, 04, 05, 07 and 2011
 - AMCIS – 1996, 97, 1999-2004, 2008-2017
 - ICIS – 1999, 2000, 04, 07, 08, 09, 10 and 2011-14
 - ECIS 2008-14.
 - ICIQ – 2000, 01, 02, 03, 05, 06, 07, 08, 09, 10, 11-14
 - WITS – 2002-04, 06-09.

COLLEGE/DIVISION SERVICE (Babson)

- (OIM Division) – Liaison/Advisor – Tech Entrepreneurship Concentration (2022-Present)
- (OIM Division) – Lead designer for the proposed Tech Entrepreneurship Major presented to UAPC (January 2023)

- (College) *Presenter – Promotion to Full case hearing (February 2023)*
- (College/OIM) – *Co-designer – OIM 7800 Operations and Information Management course (Part-time and Full-time MBA program)*
- (College) *January 2020 – May 2022 – Member of the Appointments Decision Making Body (ADMB).*
- (College) *July 2019 – present - Director, Babson College Honors Program and William F. Glavin Honors Program Chair*
- (College) *Summer 2020 – Instructor, Online Teaching Training Program (OTTP) – Session on WebFlex.*
- (College) *September 2017 – December 2018 – Member of the Appointments Decision Making Body (ADMB)*
- (OIM Division) *Jan 2017 – May 2017 – Chair, 4th year review committee for a junior faculty in TOIM*
- (OIM Division) *2017-18 – Chair – Recruiting Committee – TOIM*
- (College) *2015-16 – Member – Committee for rollout of Digital Measures and the related faculty profiles*
- (OIM Division) *2014-15 – Member of Recruiting Committee – Math and Science (external member)*
- (College) *2013-2017 – Babson Admissions Office (Instructor – “mock” classes for prospective students)*
- (College) *2013-2017 – Mentor – Babson Posse 10*
- (OIM Division) *2013-14 – Member of Recruiting Committee – TOIM*
- (OIM Division) *2012-2015 – Course Coordinator and Chair Design Committee – SME – Managing Information Technology and Systems*
- (College) *2012-2014 – Member – Sophomore Curriculum Redesign Committee*
- (College) *2012-13 – Member – Committee to select the new chair for Honors Program*
- (College) *2011-12 – Committee for evaluating Digital Measures for annual performance evaluations*
- (College) *2011 – 2018 – Member of the Honors Program Committee (HPC)*
- (College) *2010 – 2015 First Year Seminar (FYS) Mentor*
- (College) *2009-2011 – Senate Alternate Member*