
Thomas W. Ferratt
Vita

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Sherman-Standard Register Endowed Chair
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Career-Guiding Objectives

- Contribute to the growth and success of MIS students and IT professionals, ranging from career entrants to top managers
- Contribute to knowledge through research on managing IT professionals and other selected topics, based on the interest of colleagues and industry
- Collaborate with stimulating people who are or aspire to be at the top of their profession

Summary of My Values and Contributions in Teaching, Research, and Service

- Demonstrated record of collaboration, breadth, innovation, and quality in teaching
- Proven achievement in research that is collaborative, published in leading and high quality journals, involves the intersection of disciplines, and connects scholarship with leadership and service
- Established commitment to the ideal of the servant-leader through leadership and service within the faculty, the profession, and the larger community

University Employment and Education

Employment

University of Dayton, School of Business Administration, 1986-Present

- Sherman-Standard Register Endowed Chair in Management Information Systems, 2003-present
- Professor of MIS, 1986-2003
- Associate Dean for Learning, Technology, and Faculty Development, 1997-2000

Indiana University, Graduate School of Business, 1984-1986

- Visiting Associate Professor of MIS

Drake University, College of Business Administration, 1974-1984

- Professor of Management, 1982-84
- Department Chair, 1980-82
- Associate Professor of Management, 1977-82
- Assistant Professor of Management, 1974-77

Ball State University, Administrative Computing Center, 1968-1970

- Systems Analyst, 1969-70
 - Computer Programmer, 1968-69
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Education

The Ohio State University, M.B.A., Ph.D., 1970-1974

Management Sciences (Organizational Theory and Behavior, Production and Operations Management)

University of Notre Dame, B.B.A., 1964-1968

Accounting (major) and computer systems

Teaching

Guiding Beliefs and Interests

Students must do the learning of concepts, how to connect them within and across fields of study and application, and how to apply them. My role as a teacher is to help students learn by introducing them to concepts and providing them with opportunities to work with those concepts. In some instances, I direct students to engage in activities, e.g., readings, discussions, or projects, to discover the concepts. In others, I introduce the concepts first and then assign activities for working with the concepts. I apply this view of the teaching role at both the graduate and undergraduate levels and extend it to adult learners in professional settings as well.

My teaching interests at the University of Dayton have focused on undergraduate MIS majors and MBA students. For MIS majors, my interests have been related to systems development, including an integrative senior project experience, a course on systems analysis and design, which I have recently taught with both undergraduates and MBA students, and courses on programming tools for object-oriented business systems development (using Java) and visual user interface design (using Visual Basic). For MBA students, I have found teaching the integrative core course on managing information and people in organizations a truly enriching experience for both the students and me.

Demonstrated record of collaboration, breadth, innovation, and quality in teaching

- Co-taught undergraduate and graduate courses with eight different faculty
- Taught undergraduate and graduate students, executives, and non-managers
- Taught management information systems, computer programming, organizational theory and behavior, production and operations management, business policy, and research methodology
- Developed new courses with funding from curriculum development grants
- Received student evaluations that average 3.0 on a 0 (low) - 4 (high) scale

Courses Taught Recently at the University of Dayton

MIS380. SYSTEMS ANALYSIS AND RE-ENGINEERING and MBA665. SYSTEMS ANALYSIS AND DESIGN (jointly offered): Concepts, methods, techniques, and tools needed to initiate a systems development project and to conduct the requirements collection, analysis, and structuring activities of systems development. Structured life cycle and alternatives.

MIS 325. PROGRAMMING FOR BUSINESS SYSTEMS: Process of software development for object-oriented business system implementation. Fundamental programming concepts including program design, documentation, development, and testing of computer solutions of business problems using Java.

MBA 693. MANAGING INFORMATION AND PEOPLE IN ORGANIZATIONS: This course addresses two key resources in business organizations: information technology and people. It draws from the fields of management information systems, organizational behavior, and organization theory. Students focus on understanding how managing information, organization design, information technology, and human resources in an integrative manner can enhance the productivity of knowledge workers and work groups/teams, as well as the effectiveness of contemporary organizations.

MIS465. MIS PROJECT 1: ANALYSIS AND DESIGN IN TEAMS: First of a two-course sequence. Team participation/management and project management skills. Apply these skills in teams to perform an analysis and preliminary re-design of an existing organization's information system. Emphasis on written and oral communications, including team-prepared reports and presentations.

MIS475. MIS PROJECT II: DESIGN AND IMPLEMENTATION IN TEAMS: Continuation of MIS 465. With its organizational client, each team carries its project as far as possible towards final design and actual implementation. Emphasis on written and oral communications, including team-prepared reports and presentations.

MIS175. INTRODUCTION TO BUSINESS APPLICATIONS: PROBLEM SOLVING WITH VISUAL TOOLS: Introduction to the role of information technology (IT) in business, graphical user interface design using a visual programming language (Visual Basic), and programming based on principles of problem-solving.

Courses Taught Previously

I have taught several management information systems (MIS) courses during my teaching career, including introductory courses on computers and management information systems, undergraduate and graduate project courses on systems analysis and design, graduate courses on management information systems for MBA students, and an MIS doctoral seminar on research methodology. During my tenure at the University of Dayton, I have co-taught five different courses with eight other faculty. Prior to focusing on MIS, I also used other strengths in my background to teach various courses in organizational theory and behavior, production and operations management, business strategy, and research methodology.

Student Evaluations

On a 0-4 scale, with 4 as the highest possible score, the courses I have taught at the University of Dayton have averaged 3.0, with the following breakdowns: organization and presentation (preparation, clear and audible, clearly presented, interesting, goals defined, coordinated and organized), 3.0; grading, testing and assignments (fair grading, relevant assignments, exams related to emphasized material, grading on time), 2.9; respect for students (open to student expression, willing to help students, respects students), 3.2; and overall evaluation (overall course rating, overall instructor rating, amount of learning, course met its objectives), 2.9.

Curriculum Development

Given changes that are occurring in the MIS field, particularly via outsourcing of various information systems activities, it is time for MIS programs to strategically review curricular offerings, both at the undergraduate and graduate levels. I have recently worked with colleagues at the University of Dayton to identify appropriate changes and design courses to meet the needs of students and industry as the field evolves. I have attempted to make significant contributions to curriculum development at each of the universities where I have taught. Some specific accomplishments are noted below:

2005-2006. Member of committee to review and revise the undergraduate MIS major curriculum.

1997-99. As Associate Dean for Learning, Technology, and Faculty Development, led revision of classrooms to incorporate technology to enhance teaching and learning.

1995-96. Co-chaired committee to review and revise the undergraduate MIS major curriculum.

1989-91. Helped develop and evaluate an innovative course on the management of information systems professionals. Professor Ritu Agarwal and I received an award from the university's Committee on the Fund for Educational Development.

1984-85. Contributed to the development of a successful \$2 million grant proposal to IBM for funding graduate education in the management of information systems at Indiana University.

1980-82. As chairperson of the management department at Drake University, I initiated and directed a 2-year project leading to a revision of the undergraduate management curriculum.

1978-79. Developed proposal and received approval for a new course on assessing the human condition of organizations. Faculty Development Board Curriculum Development Award received. It supported development of a set of readings on the assessment of the human condition of an organization and computer procedures for teaching about survey instrument validity and reliability.

1976-77. Helped in designing a new MBA course on information systems as well as initiated revisions in the undergraduate introduction to computing course

Professional Seminars and Workshops

I have conducted or co-taught sessions on several topics, including recruitment and retention of IT professionals, working across cultures, business re-engineering, managerial use of information technology, differences between information systems (IS) and non-IS people, career planning, achievement motivation, and motivation and productivity. Participants have ranged from technical-professional level employees to high-level managers.

Researching/Publishing/Fund Raising

Research Agenda

I have pursued two general strategies in research. The first is to conduct research leading to publications that contribute to knowledge in important application areas of information systems. The second is to conduct research collaboratively. Although these strategies do not always overlap, they usually do.

The publications listed below are categorized according to three application areas:

- I. My primary area: the management of information technology (IT) professionals or individuals in general
- II. Supporting managers with information systems and technology, and
- III. Development and management of information systems involving multiple organizations or large-scale systems.

Publications that do not fit into these areas are categorized in the following area:

- IV. Other collaborative and independent research

Demonstrated record of collaborative, quality, interdisciplinary research that connects scholarship with leadership and service

- Collaborated with many different co-authors to publish over 50 journal and conference papers and two books
- Published articles in leading and high quality journals, including *Information Systems Research*, *MIS Quarterly*, *Journal of Management Information Systems*, *Communications of the ACM*, *Information & Management*, *European Journal of Information Systems*, *Academy of Management Journal*, *Human Relations*, and *Decision Sciences*
- Received awards for quality of research (SIM Best Paper, SBA Research Excellence)
- Conducted research with colleagues in disciplines other than MIS, including production and operations management, organizational behavior, and human resource management

- Managed over \$450,000 in projects connecting scholarship with thought leadership and service, including work completed for the Society for Information Management, the Greater Dayton Area Hospital Association, and the New Futures Initiative

Refereed and Professional Publications

Application Area I (Managing IT Professionals/Individuals in General)

Jayesh Prasad, Harvey G. Enns, and Thomas W. Ferratt, "One Size Does Not Fit All: Managing IT Employees' Employment Arrangements," *Human Resource Management*, Vol. 46, Issue 3, Autumn (Fall) 2007, pp. 349-372.

Ritu Agarwal, Thomas W. Ferratt, and Prabuddha De, "An Experimental Investigation of Turnover Intentions Among New Entrants in IT," *The DATA BASE for Advances in Information Systems*, Vol. 38, Issue 1, February 2007, pp. 8-28.

Ritu Agarwal, Carol Brown, Thomas W. Ferratt, Jo Ellen Moore, "Five Mindsets for Retaining IT Staff," *MIS Quarterly Executive*, Vol. 5, Issue 3, September 2006, pp. 137-150.

Harvey G. Enns, Thomas W. Ferratt, and Jayesh Prasad, "Beyond Stereotypes of IT Professionals," *Communications of the ACM*, vol. 49, No. 4, April 2006, pp. 105-109.

Ritu Agarwal and Thomas W. Ferratt, "Validation of Human Resource Strategies in Information Technology," in Fred Niederman and Thomas W. Ferratt, Editors, *IT Workers: Human Capital Issues in a Knowledge-Based Environment*, Greenwich, CT: Information Age Publishing, Inc., 2006, pp. 3-44.

Thomas W. Ferratt, Harvey G. Enns, and Jayesh Prasad, "Employment Arrangements, Need Profiles, and Gender," in Eileen M. Trauth, Editor, *Encyclopedia of Gender and Information Technology*, Hershey, PA: Idea Group Publishing, 2006.

Thomas W. Ferratt, Ritu Agarwal, Carol Brown, and Jo Ellen Moore, "IT Human Resource Management Configurations and IT Turnover: Theoretical Synthesis and Empirical Analysis," *Information Systems Research*, September 2005, Vol. 16, no. 3, pp. 237-255.

Ritu Agarwal and Thomas W. Ferratt, "Enduring Practices for Managing Information Technology Professionals," *Communications of the ACM*, Vol. 45, no. 9, Sept. 2002, pp. 73-79.

Ritu Agarwal and Thomas W. Ferratt, "Crafting an HR Strategy to Meet the Need for IT Workers," *Communications of the ACM*, Vol. 44, No. 7, July 2001, pp. 58-64.

Robert P. Roepke, Ritu Agarwal, and Thomas W. Ferratt, "Aligning the IT Human Resource with Business Vision: The Leadership Initiative at 3M," *MIS Quarterly*, Vol. 24, No. 2, June 2000, pp. 327-353. This paper won first place in the 1998 SIM Paper Competition.

Ritu Agarwal and Thomas W. Ferratt, "Consider These Effective and Innovative Practices for Recruiting, Developing and Retaining IT Staff," *SIM Network*, Vol. 13, No. 6, December 1997, pp. 1, 3, 6-7, 10.

Thomas W. Ferratt and Ritu Agarwal, "Guided Self-Development: An Innovative Approach to Management Education and Development Applied to Information Systems Supervisors," *Computer Personnel*, Vol. 15, No. 3, October 1994, pp. 3-20.

Thomas W. Ferratt, Larry E. Short, and Ritu Agarwal, "Measuring the Information Systems Supervisor's Work-Unit Environment and Demonstrated Skill at Supervising," *Journal of Management Information Systems*, Vol. 9, No. 4, 1993, pp. 121-144.

Thomas W. Ferratt, "Careers in Information Systems," in *Macmillan Encyclopedia of Computers*, ed. Gary G. Bitter. New York, 1992, pp. 147-158.

Thomas W. Ferratt and Larry E. Short, "Patterns of Motivation: Beyond Differences Between Information Systems and Non-Information Systems People," *MIS Quarterly*, March, 1990, pp. 3-6.

Thomas W. Ferratt and Frederick A. Starke, "Making the Transition: Systems Analysis to Management," *Journal of Systems Management*, Vol. 40, No. 4, April, 1989, pp. 14-17.

Thomas W. Ferratt and Larry E. Short, "Are Information Systems People Different: An Investigation of How They Are and Should Be Managed," *MIS Quarterly*, September, 1988, pp. 427-443.

Thomas W. Ferratt and Larry E. Short, "Are Information Systems People Different: An Investigation of Motivational Differences," *MIS Quarterly*, December, 1986, pp. 377-387.

Larry E. Short and Thomas W. Ferratt, "Work-Unit Culture: Strategic Starting Point in Building Organizational Change," *Management Review*, August, 1984, pp. 15-19.

Larry E. Short and Thomas W. Ferratt, "Targeting Supervisory Styles Increases Productivity," *Resource*, July-August, 1984, pp. 50-51.

Thomas W. Ferratt and Larry E. Short, "Managerial Patterns in Insurance: How FLMI's Compare," *Resource*, July-August, 1983, pp. 24-27.

Thomas Ferratt and Marjorie Prentice, "Care and Support of Mid-Career Administrators," *Thrust for Educational Leadership*, Vol. 12, No. 5, February-March, 1983, pp. 16-19.

Marjorie G. Prentice and Thomas W. Ferratt, "Administrative Career Patterns: N.O.R.M., R.A.R.E., and Re.N.U.," *Career Development Bulletin*, Vol. 3, No. 3, 1982, pp. 10-12.

Thomas W. Ferratt, Randall B. Dunham, and Jon L. Pierce, "Self-Report Measures of Task Characteristics and Affective Responses: An Examination of Discriminant Validity," *Academy of Management Journal*, Vol. 24, No. 4, December, 1981, pp. 780-794.

Thomas W. Ferratt and Frederick A. Starke, "How to Know When It's Time to Change Jobs," *Journal of Systems Management*, Vol. 32, No. 7, July, 1981, pp. 6-11.

Thomas W. Ferratt, "Overall Job Satisfaction: Is It a Linear Function of Facet Satisfaction?" *Human Relations*, Vol. 34, No. 6, June, 1981, pp. 463-473.

Thomas W. Ferratt and Frederick A. Starke, "Satisfaction, Motivation, and Productivity: The Complex Connection," in Jerry L. Gray and Frederick A. Starke, Eds., *Readings in Organizational Behavior: Concepts and Applications*, (Columbus, Ohio: Charles E. Merrill Publishing Company), 1977, pp. 74-86.

Frederick A. Starke and Thomas W. Ferratt, "Behavioral Information Systems," *Journal of Systems Management*, Vol. 27, No. 3, March, 1976, pp. 26-30.

Thomas W. Ferratt and Frederick A. Starke, "How to Capitalize on Your Staff," *Journal of Systems Management*, Vol. 24, No. 11, November, 1973, pp. 34-37.

Application Area II (Supporting Managers)

George E. Vlahos, Thomas W. Ferratt, and George Knoepfle, "The Use of Computer-Based Information Systems by German Managers to Support Decision Making," *Information & Management*, July 2004, Vol. 41, No. 6, pp. 763-779.

Thomas W. Ferratt and George E. Vlahos, "An Investigation of Task-Technology Fit for Managers in Greece and the US," *European Journal of Information Systems*, Vol. 7, No. 2, June 1998, pp.123-136.

George E. Vlahos and Thomas W. Ferratt, "Information Technology Use by Managers in Greece to Support Decision Making: Amount, Perceived Value, and Satisfaction," *Information and Management*, Vol. 29, 1995, pp. 305-315.

Thomas W. Ferratt, Thomas I. Davis, and Richard P. Perna, "Planning for Information Technology in the Law Office of the Future," *Law Office Economics and Management*, Vol. 35, No. 3, 1994, pp. 254-271.

Application Area III (Multiple Organizations/Large Systems)

Thomas W. Ferratt, Sanjay Ahire, and Prabuddha De, "Achieving Success in Large Projects: Managerial Implications from a Study of ERP Implementations," *Interfaces*, Vol. 36, No. 5, September–October 2006, pp. 458–469.

Prabuddha De and Thomas W. Ferratt, "An Information System Involving Competing Organizations," *Communications of the ACM*, Vol. 41, No. 12, December, 1998, pp. 90-98.

Thomas W. Ferratt, Albert L. Lederer, Stephen R. Hall, and Joseph M. Krella, "Surmounting Health Information Network Barriers: The Greater Dayton Area Experience," *Health Care Management Review*, Vol. 23, No. 1, Winter 1998, pp.70-76.

Thomas W. Ferratt, Albert L. Lederer, Stephen R. Hall, and Joseph M. Krella, "Swords and Plowshares: Information Technology for Collaborative Advantage," *Information and Management*, Vol. 30, No. 3, June 1996, pp. 131-142.

Thomas W. Ferratt [sic] and Frederick A. Starke, "Eight Lessons Learned: Coordinating Multiple Organizations in Developing an IS," *Journal of Systems Management*, January/February 1995, pp. 36-40.

Area IV (Other Collaborative and Independent Research)

Thomas W. Ferratt, Michael F. Gorman, John J. Kanet, and Wm. David Salisbury, "IS Journal Quality Assessment Using the Author Affiliation Index," *Communications of the Association for Information Systems*, Vol. 19, Article 34, June 2007, pp. 710-724.

George A. Bohlen and Thomas W. Ferratt, "End User Training: An Experimental Comparison of Lecture versus Computer-Based Training," *Journal of End User Computing*, Vol. 9, No. 3, Summer 1997, pp.14-27.

Robert T. Amsden, Thomas W. Ferratt, and Davida M. Amsden, "TQM: Core Paradigm Changes," *Business Horizons*, Vol. 39, No. 6, November-December 1996, pp. 6-14.

George Hackman, Jr., Thomas W. Ferratt, and Fantine M. Kerckaert, "An Experiential Approach to Teaching Students About Usability and HCI," *SIGCHI Bulletin*, Vol. 26, No. 1, January 1994, pp. 56-59.

Frederick A. Starke and Thomas W. Ferratt, "Dealing with Organizational Politics," *Information Executive*, Vol. 3, No. 1, Winter, 1990 pp. 6-8.

Thomas W. Ferratt and Frederick A. Starke, "Avoiding Systems Mismanagement," *Journal of Systems Management*, Vol. 29, No. 7, July, 1978, pp. 6-8.

Thomas W. Ferratt and Vincent A. Mabert, "A Description and Application of the Box-Jenkins Methodology," *Decision Sciences*, Vol. 3, No. 4, October, 1972, pp. 83-107.

Books

Fred Niederman and Thomas W. Ferratt, Editors, *IT Workers: Human Capital Issues in a Knowledge-Based Environment*, Greenwich, CT: Information Age Publishing, Inc., 2006

We solicited original work on human resource practices pertaining to IT workers, the IT workforce, and the way people use IT within organizations. As editors, we obtained reviews and provided guidance for the authors of the 18 papers that became the chapters of this book.

Ritu Agarwal and Thomas W. Ferratt, *Coping with Labor Scarcity in Information Technology: Strategies and Practices for Effective Recruitment and Retention*, Cincinnati: Pinnaflex Educational Resources, Inc., 1999.

This book emerged from research conducted for the Society for Information Management. (See Contract Research, Grants, and Awards below.)

Refereed Proceedings and Conference Presentations

Application Area I (Managing IT Professionals/Individuals in General)

Jayesh Prasad, Harvey G. Enns, and Thomas W. Ferratt, "IT HRM Practices: Best Practices vs. Configurations," *Proceedings of the 2006 ACM SIGMIS CPR Conference on Computer Personnel Research*, 2006, pp. 46-49.

Thomas W. Ferratt, Harvey G. Enns, and Jayesh Prasad, "An Empirical Comparison of Direct and Indirect Measures of Person-Organization (P-O) Fit," *Proceedings of the 2005 ACM SIGMIS CPR Conference on Computer Personnel Research*, 2005, pp. 146-148.

Thomas W. Ferratt, Harvey G. Enns, and Jayesh Prasad, "Employment Arrangement Fit for IT Professionals: An Examination of the Importance of Fit Components," *Proceedings of the 2004 SIGMIS Conference on Computer Personnel Research*, 2004, pp. 25-29.

Thomas W. Ferratt, Harvey G. Enns, and Jayesh Prasad, "Instrument Validation for Investigating a Model of Employment Arrangement Fit for IT Professionals," *Proceedings of the 2003 ACM SIGMIS CPR Conference*, 2003, pp. 168-178.

Ritu Agarwal and Thomas W. Ferratt, "Toward Understanding the Relationship between IT Human Resource Management Systems and Retention: An Empirical Analysis Based on Multiple Theoretical and Measurement Approaches," *Proceedings of the 2002 ACM SIGCPR Conference*, 2002, pp. 126-138.

Harvey G. Enns, Thomas W. Ferratt, and Jayesh Prasad, "Antecedents and Consequences of Traditional and Virtual IT Professionals' Satisfaction with Employment Arrangements," *Proceedings of the 2002 ACM SIGCPR Conference*, 2002, pp. 111-119.

Lee A. Wynne, Thomas W. Ferratt, and David P. Biros, "Career Anchors of US Air Force IS Workers," *Proceedings of the 2002 ACM SIGCPR Conference*, 2002, pp. 79-89.

Ritu Agarwal, Prabuddha De, and Thomas W. Ferratt, "Explaining an IT Professional's Preferred Employment Duration: Empirical Tests of a Causal Model of Antecedents," *Proceedings of the 2002 ACM SIGCPR Conference*, 2002, pp. 14-24.

Agarwal, Ritu, De, Prabuddha, and Ferratt, Thomas W., "How Long Will They Stay? Predicting an IT Professional's Preferred Employment Duration," *Proceedings of the 2001 ACM SIGCPR Conference*, 2001, pp. 132-138.

Ferratt, Thomas W., Harvey G. Enns, and Jayesh Prasad, "Satisfaction of IT Professionals with Employment Arrangements in Traditional and Virtual Contexts," *Proceedings of the 2001 ACM SIGCPR Conference*, 2001, pp. 78-86.

Ritu Agarwal and Thomas W. Ferratt, "An Integrated Framework Linking IT Human Resource Strategies and Individual Career Motives to the Staying Behaviors of IT Professionals," presented at the working conference for the Special Issue of *MIS Quarterly* on Redefining the Organizational Roles of Information Technology in the Information Age, University of Oklahoma, May 2000.

Ritu Agarwal and Thomas W. Ferratt, "Retention and the Career Motives of IT Professionals," *Proceedings of the 2000 ACM SIGCPR Conference*, 2000, pp. 158-166.

Thomas W. Ferratt (in collaboration with Ritu Agarwal), "Differences in IT Professionals: Considerations for Recruitment and Retention Strategies," presented at the Second Fall Conference on Managing Information Technologies, Oakland University, October 1999.

Thomas W. Ferratt, Ritu Agarwal, Jo Ellen Moore, and Carol V. Brown, "Observations From 'The Front:' IT Executives on Practices to Recruit and Retain Technology Professionals," *Proceedings of the 1999 ACM SIGCPR Conference*, 1999, pp. 102-112.

Ritu Agarwal and Thomas W. Ferratt, "Recruiting, Retaining, and Developing IT Professionals: An Empirically Derived Taxonomy of Human Resource Practices," *Proceedings of the 1998 ACM SIGCPR Conference*, 1998, pp. 292-302.

Thomas W. Ferratt and Lucette Fogel, "Toward Developing Global IS Specialists," *Proceedings of the 1998 ACM SIGCPR Conference*, 1998, pp. 96-103.

Thomas W. Ferratt and Ritu Agarwal, "Toward Managing Information Systems Professionals Better," *Proceedings of the 1996 ACM SIGCPR Conference*, 1996, pp. 268-276.

Thomas W. Ferratt, Larry E. Short, and Ritu Agarwal, "Measuring Work-Unit Environment and Demonstrated Skill at Supervising: Instrument Development, Validation, and Scoring with Information Systems Supervisors," *Proceedings of the 1992 ACM SIGCPR Conference*, 1992, pp. 287-308.

Thomas W. Ferratt and Ritu Agarwal, "An Experimental Investigation of the Effects of Peer Support in a Guided Self-Development Program for Managers: A Research Proposal," Working Paper 90-06. Dayton, Ohio: Center for Business and Economic Research, University of Dayton, May, 1990; presented at Academy of Management, San Francisco, August 1990. Winner of Outstanding Research Proposal award.

Larry E. Short and Thomas W. Ferratt, "Communications in Personnel: The Supervisor Controversy," *Proceedings of the Second Conference on Communications and Society, Information Yugoslavia*, University of Zagreb, 1987.

Thomas W. Ferratt and Larry E. Short, "Productive Work-Unit Environments: What Are They and Are They Different for Information Systems and Non-Information Systems People?" *Proceedings of the Sixth Annual International Conference on Information Systems*, 1985, pp. 146-157.

Thomas W. Ferratt and Larry E. Short, "Work-Unit Environments of Information and Non-Information Systems People: Implications for End-User Computing and Distributed Processing," in Wetherbe, James C. (ed.), *Proceedings of the Twenty-First Annual ACM SIGCPR/BDP Conference*, May 2-3, 1985, pp. 126-133.

Thomas W. Ferratt and Larry E. Short, "Relevant Behaviors of Work Unit Managers," *Proceedings: Midwest Academy of Management*, 1984, pp. 310-321.

Marjorie G. Prentice and Thomas W. Ferratt, "Career Patterns: An Exploratory Study of the Relationships among Gender, Age, Tenure, and Perceived Career Stage," *Academy of Management Proceedings '80*, p. 440.

Thomas W. Ferratt, "Identifying Significant Facets of Overall Job Satisfaction: A Multiple-Instrument, Multiple-Stage Procedure Using Multiple Regression and Canonical Correlation Analysis," *Proceedings of the Third Annual SPSS Users and Coordinators Conference*, 1979, pp. 248-255.

Thomas W. Ferratt and Larry E. Short, "Sex Differences in Job Satisfaction: Further Empirical Analysis," *Proceedings of the Academy of Management*, 1979, pp. 231-235.

Thomas W. Ferratt and Larry E. Short, "Factors Discriminating between Women with High and Low Occupational Aspirations," *Proceedings: Midwest Academy of Management*, 1979, pp. 195-205.

Thomas W. Ferratt and Vasanth B. Solomon, "An Empirical Derivation of the Facets of Overall Job Satisfaction," *Midwest AIDS Proceedings*, 1978, p. 184.

Thomas W. Ferratt, "Urban-Rural Differences in Worker Response to Task Design: A Surprisingly Neglected Area of Research," *Proceedings: Midwest Academy of Management*, 1978, pp. 237-248.

Thomas W. Ferratt and Jo Anne L. Williams, "Satisfaction with Pay: Theory and Exploratory Analysis with a Sample of Women," *Proceedings: Eighth Annual Midwest AIDS Conference*, 1977, pp. 250-252.

Thomas W. Ferratt and James L. Reeve, "The Structural Integrity of the JDS and JDI when Examined Together," *Proceedings: Midwest Academy of Management*, 1977, pp. 144-155.

Application Area II (Supporting Managers)

George E. Vlahos, Thomas W. Ferratt, and Georg Knoepfle, "Use and Perceived Value of Computer-Based Information Systems in Supporting the Decision Making of German Managers," *Proceedings of the 2000 ACM SIGCPR Conference*, 2000, pp. 111-123.

George E. Vlahos and Thomas W. Ferratt, "A Comparative Study between Managers of Corporations in Greece and the U.S. Regarding Their Use and Perceived Value of Computer-Based Information Systems in Supporting Decision Making," *Proceedings of the 1996 ACM SIGCPR Conference*, 1996, pp. 103-113.

George E. Vlahos and Thomas W. Ferratt, "The Use of Information Technology by U.S. Managers to Support Decision Making," *Proceedings of the 1992 DSI Conference*, 1992, pp. 894-896.

George E. Vlahos and Thomas W. Ferratt, "The Use of Information Technology by Managers of Corporations in Greece to Support Decision Making," *Proceedings of the 1992 ACM SIGCPR Conference*, 1992, pp. 136-151.

Thomas W. Ferratt, "On the Role of Computer Based Information Systems in Supporting Managerial Behavior," Working Paper 90-05. Dayton, Ohio: Center for Business and Economic Research, University of Dayton, May, 1990; presented at TIMS/ORSA, May, 1990.

Thomas W. Ferratt, E. James Dunne, and Saul Young, "Managers Who Personally Use Information Technology Frequently: A Profile of Some Invisible Computer Personnel," *Proceedings of the 1988 ACM SIGCPR Conference on the Management of Information Systems Personnel*, 1988, pp. 120-127.

Application Area III (Multiple Organizations/Large Systems)

Prabuddha De and Thomas W. Ferratt, "An Interorganizational Information System in the Health Care Arena: Insights Gained from a Hierarchical Analysis," *Proceedings of the 1998 ACM SIGCPR Conference*, 1998, pp. 214-223.

T. Ferratt, A. Lederer, S. Hall, and J. Krella, "Information Technology and Competitors: A Case for Collaborative Advantage," *Proceedings of the 1995 ACM SIGCPR Conference*, 1995, pp. 139-147.

Thomas W. Ferratt, "The Greater Dayton Area Patient Health Information Network," presented to a regional meeting of HFMA (Health Finance Management Association), Cincinnati, OH, May 1994.

Area IV (Other Collaborative and Independent Research)

Gary R. Coleman, Thomas W. Ferratt, and Jeffrey A. Hoffer, "Multimedia Business Applications: A Panel Discussion," Americas Conference on Information Systems of the Association for Information Systems, August 1996.

George A. Bohlen and Thomas W. Ferratt, "The Effect of Learning Style and Method of Instruction on the Achievement, Efficiency and Satisfaction of End-Users Learning Computer Software," *Proceedings of the 1993 ACM SIGCPR Conference*, 1993, pp. 273-283.

Thomas W. Ferratt, "Simulating Decision Behavior within an Organizational Setting," presented at the *Seventh Annual AIDS Conference*, 1975.

Thomas W. Ferratt, "Maximizing, Rational, Satisficing, Trivial, and Other Decision Behavior in Organizations," *Proceedings: Sixth Annual Midwest AIDS Conference*, 1975, pp. 52-55.

Thomas W. Ferratt, Vincent A. Mabert, and Michael J. Showalter, "Conceptual Model for Forecasting Productivity: A Behavioral-Operational Approach," *Proceedings of the 1972 Midwest AIDS Conference*, 1972, pp. C13-C16.

Thomas W. Ferratt and Vincent A. Mabert, "An Application of the Box-Jenkins Methodology to Forecasting Electrical Power Needs," *Proceedings of the American Institute for Decision Sciences (Midwest Region)*, 1971, Part Two, pp. 1-41.

Work under Review, Revision, or Development

Application Area I (Managing IT Professionals/Individuals in General)

Thomas W. Ferratt, Harvey G. Enns, and Jayesh Prasad, "IT Human Resource Management Systems: A Test of Configurational Models," under development.

Contract Research, Grants, and Awards

- Ohio Board of Regents Challenge Grant, Graduate School, University of Dayton. 1997 recipient of \$25,000 grant with Lucette Fogel for our proposal, "Toward Developing Global Information Systems Specialists."
- Society for Information Management (SIM), Advanced Practices Council. 1996 recipient of \$50,000 research award with Ritu Agarwal for our proposal, "Recruiting, Developing, and Retaining a World-Class IT Staff."
- University of Dayton, School of Business Administration Award for Research Excellence. 1996 recipient.
- University of Dayton Research Council. 1996 recipient of a seed grant with Lucette Fogel for our proposal "Making the Transition to Management in a Global Organization."
- Sumaria Systems, Inc., Bldg. 8, 3160 Presidential Dr., Fairborn, OH 45324. Received a seven-week contract (May-June 1995) for \$24,520 through the Center for Business and Economic Research to investigate and develop a report on collaborative technologies that could be applicable to Rapid-WS, a weapons system requirements information management system. The resulting report is as follows:

Dr. Thomas W. Ferratt and Dr. Douglas A. Popken, Technology Assessment: A Review of Collaborative Software Technologies, Contract No. F41624-92-C-5001, CDRL A026, Prepared for Armstrong Laboratories, Logistics Research Division, AL/HRGA, Wright-Patterson AFB, OH 45433

- Greater Dayton Area Hospital Association (GDAHA): Community Patient Health Information Network. Seven hospitals in the greater Dayton area worked together with Ameritech, IBM, and the University of Dayton to build an advanced communications network for sharing patient information. While on sabbatical in 1994 with a \$75,000 contract from GDAHA, my role was to help with project coordination, documentation, and evaluation.

- Case Foundation: New Futures Initiative. The University's portion (\$300,000) from a five-year research project designed to increase the success of at-risk students in the Dayton Public Schools was for the purpose of developing the information system capabilities for measuring various indicators of success. As Project Director (1988-92) I was responsible for managing a team of developers working in a multi-organization environment.
- Drake University. I was the recipient of several research grants. Four were awarded by the University Research Council and two by the Dean of the College of Business Administration from 1974 to 1983. I was also the recipient of the University Faculty Development Board Academic Fellowship in Computing in 1981.

Software

Mark M. Ferratt and Thomas W. Ferratt, *Super Math Fighter*, Second Edition, Muncie, IN: CSFG, 1995.

Service

Proven commitment to the ideal of servant leadership

I am committed to the ideal of servant leadership. My primary preference, supported by my record, is to serve in a faculty role, rather than an administrative role, with appropriately high expectations of scholarly activities and servant leadership. Nevertheless, I have served in the administrative roles of department chair and associate dean to satisfy school needs and personal interests over relatively short periods of time. Selected service activities follow.

University Service

- Chaired or co-chaired various departmental and school committees, e.g., dean search, faculty search, strategic planning, promotion and tenure, MIS Distinguished Speakers Series, MIS journal quality assessment
- Proposed and directed the development of the MIS Advisory Board at the University of Dayton
- As Associate Dean at the University of Dayton, led \$400,000 of revisions to SBA classrooms and labs over three years (1997-2000) incorporating and updating technology to enhance teaching and learning

Professional Service

- Doctoral Consortium co-chair for the 2007 ACM SIGMIS CPR Conference. Served as Program and Conference Chair for ACM's Special Interest Group on Computer Personnel Research (SIGCPR now merged with SIGMIS) and served as the SIG Chair; helped revive the conference, increase international participation, and revitalize leadership participation by the SIG members
- Currently serve as an associate editor for *Information Systems Research* and a senior editor for *The DATA BASE for Advances in Information Systems*. Served as an editorial review board member for *Journal of Information Technology Management and Computer Personnel*. Served as a reviewer for leading journals, including *MIS Quarterly*, *Information Systems Research*, *Management Science*, and *Communications of the ACM*.

- Served the International Conference on Information Systems (ICIS) as a member of the Program Committee, book exhibits chair, conference track associate editor, reviewer, session chair, discussant, and member of a committee (chaired by Ephraim McLean) to evaluate establishing a professional society (prior to the Association for Information Systems (AIS))

Community Service

- Served as co-chair of the Dayton area Vineyard Program, which pairs predominantly white and predominantly black churches to build bridges of understanding
- Served as Secretary of the Centerville Community Band (CCB), a position on the CCB Board of Directors