

Vita

Richard Scudder
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Professor Scudder currently is the chair of the Information Technology and Electronic Commerce Department. He also teaches courses in database management, business intelligence, data warehousing, systems analysis, electronic commerce and project management in the Information Technology and Electronic Commerce department of the Daniels College of Business at the University of Denver. He was instrumental in bringing the Oracle database system to the University and designed database courses using Oracle and Oracle Developer. He also helped design and teach the cross disciplinary course Global Information Economy in the MBA program, and has previously taught in the Management and Accounting Departments.

Dr. Scudder has been with the University since 1982. During 1996 through 1998 he served as the Chief Information Officer for the University of Denver.

Dr. Scudder has also been a consultant to both public and private organizations for over 20 years. He has consulted with both public and private organizations on a wide variety of topics, including:

- Coors: Developing Information Systems Metrics
- National Demographics and Lifestyles: Designing Software Development procedures
- Citicorp Diners Club: Designing Systems Development Life Cycles.
- Colorado Association for Commerce and Industry: Database System Development

Dr. Scudder has presented courses on electronic commerce and project management in several countries, including China, Chile, Peru, Columbia and Mexico. He is an expert in project and systems lifecycles, the Oracle database system, estimating and measuring information systems, organizing project teams and communication. He is the developer of highly successful workshops on electronic commerce, project management, project leadership, and IT strategy. Some of his clients have included:

- InfoMatics: Seminars in Electronic Commerce and Information Technology for Infomatics of Shanghai
- YiRen: Seminars in Electronic Commerce and Information Technology for Government Officials from Beijing.
- Infotech of Mexico: Information Technology and Strategy
- Seminarium of Chile: Electronic Commerce Strategy. Presentations in Chile, Peru, Columbia and Mexico
- Qwest: Training programs on Information Technology Project Management, General Project Management, Project Risk Management, Advanced Project Management and Project Scheduling Software.
- Norwest Bank Technical Services: Information Technology Project Management, Project Estimating and Advanced Project Management
- Public Service Corporation: Introductory Project Management

- Commonwealth Edison: Information Technology Project Management
- Western Management Institute of Beijing: Project Management
- Marsh, Inc: Project Leadership

Education

Certificate in Chinese, Yale University, 1961, BA, Political Science, University of Colorado, 1968, MA, Educational Media, University of Colorado, 1973, PHD, Educational Technology and Instructional Design, University of Colorado, 1980, Association of Accredited College of Schools of Business, Advanced Institute in Management Information Systems, 1986.

Detailed Job History

University of Denver Position: Chair and Associate Professor of Information Technology and Electronic Commerce; 2005 to Present

Manage Masters and Undergraduate programs in information technology and electronic commerce.

Served as member of the technology committee

Served as member of the College Management and Operations Committees

Managed Statistics Department as Interim chair during the first two quarters of 2006

Led the design of a new program in Business Intelligence

University of Denver Position: Associate Professor of Information Technology and Electronic Commerce; 1982-Present

TEACHING Design and teach courses in Database Design, Oracle, Systems Analysis and Design, Client Server Technology, Visual Basic and Electronic Commerce. Also taught High Performance Management, Principles of Management, Personnel, Organizational Behavior, Business Communications and Office Automation.

SELECT COMMITTEES: Co-Chairman of the Management Information Systems Committee; responsible for the development and implementation of an Information Systems major in the MBA, 1984-88. Member of the Instructional Development Committee, 1987-89. Member, Graduate Programs Committee, 1991- 1994. Member of the Undergraduate Accountancy Redesign committee, 1995. Chair, Technology Committee, 1991 - 1996. Director, Faculty Development, 1998 - 2001. Member, Scholarship Steering Committee, 2001 - 2004. Member, Center for Teaching and Learning Committee, 1998 - present. Member, Center for Chinese United States Cultural Exchange, 2001 - Present.

RESEARCH Research interests and areas of expertise include information systems project management, C.A.S.E technology, management of information systems, database design, end user computing, and measurement of IS productivity.

COMMUNITY Consultant to public and private organizations on a wide range of service topics. Examples include the design and implementation of training programs which helped

Lakewood create individualized development plans for its top managers and consulting with Manville Corporation in training design and technology transfer.

OTHER Acting Chair of MIS Department, 1996.

University of California, Berkeley

Adjunct Professor, 1998 – 2006

Presented courses on electronic commerce and project management.
Member of the e-Government Committee, Center for Public Policy, Goldman School of Public Policy

University of Denver

Position: Chief Information Officer

1996 – 1998

Strategic Accomplishments

- Executive responsibility for defining the strategic direction of technology and distributed learning at the University and preparing the plans and budgets to reach long range goals.
- Executive responsibility for managing a budget exceeding \$5.0 million and a staff of 91, including 36 students.
- Implemented the creation of the office of Vice Chancellor for the University of Denver beginning in December, 1996. Redefined the role of chief information officer from staff management level to executive level.
- Designed and developed the strategic plan for technology at the University. Developed and carried forward the strategic plan successfully during 1997 and 1998.
- Redesigned University Technology services to provide better customer service focus. Instituted new customer service components.
- Co-directed the design and development of the Center for Teaching and Learning.

Supervisory Activities

- Managed University Technology Services, including:
 - Academic Computing
 - Administrative Computing
 - Client Services
 - Central Computing
 - The Center for Teaching and Learning
 - Network Services
 - Audio Visual Services
 - Telephone Services
- Responsibilities include budgeting, supervision and personnel oversight for all departments. Direct supervisory responsibilities include five managers, network design specialist, database administrator and secretarial staff.

Paradigm Corporation Position: Board of Directors; 1982 to Present

- Designed and delivered corporate training programs in a variety of fields, including negotiation, communication, speech training, and technology transfer.
- Worked as a key member of a Instructional Design Team.
- Functioned as firm's Chief Technology Officer, designing and developing both hardware and software systems.

Manville Corporation Position: Manager of Management Training; 1978-1982

- Provided consultation on management to all levels of management.
- Helped design and manage appraisal system.
- Helped design and implement a highly successful new curriculum addressing management science needs at all levels.
- Managed training center.
- Manager of development for many instructional development projects; responsibility for all phases of project management including producing, directing, personnel, creative design, scripting, and full-scale television production.
- Developed programs, materials, and techniques for delivering computerized instruction utilizing interactive video and microcomputers.

Denver Public Schools Position: Teacher, Media Specialist, Librarian, Curriculum Developer; 1970-1978

- Courses taught : Social Studies, Chinese, Photo Journalism, and Criminology
- Media specialist : renovated, managed library media center at Cole Junior High School, helped establish media center at Fred Thomas Career Education Center
- Curriculum Development: developed courses in Chinese, Real Estate, Geography, History, Educational Media, Photo Journalism, and Criminology.

United States Air Force Position: Interpreter; 1960-1964
Chinese Interpreter and Intelligence Specialist

SCHOLARLY RESEARCH

Reviewed Articles:

1. "The Potential Impact of Brain Research on Instructional Technology," Performance and Instruction Journal, Vol XXI, No 3, April 1982.
2. "Where Did the Videodisc Go?" Performance and Instruction Journal, Vol XX, No 11, November, 1981
3. "Eleven Decision Points for Long Range Planning", Instructional Innovator, Oct., 1980, p 26-27. (with David Butler)
4. "Systems Analysts of the 1990's" ACM SIGCPR Journal, May, 1988.
5. "Administering Departmental Databases", Applied Management Review, Winter 1987.
6. "I.S. Performance Measures in the U.S.," with Ron Kucic, Organizacua in Kadri, (Slovenia),1989.
7. "The Chief Information Officer," with Donald McCubbrey, Organizacua in Kadri, (Slovenia), 1989.
8. "Two Methods for Presenting Computer Literacy," with Ronald Kucic, Interfaces. Spring, 1989.

9. "Productivity Measures for Information Systems," with Ronald Kucic, publication in Journal of Information Systems, 1989. Reprinted as "Productivity Measures" Handbook of Information Systems, 1990.
10. "Productivity Measurement, A Case Study", with Ron Kucic, Information and Management, 1990.
11. "Inside an Integrated MBA," with Jill Smith Slater and Donald J. McCubbrey, MIS Quarterly, 1995.
12. "Mobile Commerce: Where are We an Where are We Going' with Christer Carlsson, Felix Hampe, Doug Vogel and Nilmini Wickramasinghe, Proceedings of the 15th Electronic Commerce Convention, June 2002.
13. "Mobile Commerce Core Issues – Are These Different" with Nilmini Wickramasinghe and Santosh Misra, Proceedings of the EICAR Conference, June 2002
14. "A Model for Mobile Business" with Nilmini Wickramasinghe, Proceedings of the 16th Electronic Commerce Convention, June 2003
15. "The Status of Mobile Business," Keynote and Proceedings of the Electronic Commerce Convention, October 2002, Wuhan, China.
16. "Globally Distributed Project Teams: A Dimensional Analysis: a Case Study," R. Evaristo, R Scudder, K C Desouza, O. Sato, Journal of Engineering and Technology Management, Volume 21, Issue 3, 1 September 2004, Pages 175-189. Listed as number 3 of the top 25 articles in the journal.
17. "Adoption of Innovation: One-to-one Marketing at Vail Resorts, Inc.," with Dan Connolly and Jill Slater, Proceedings of the Western Business and Management, 2004. Winner of Best paper award and publication in Western Management Journal forthcoming.
18. "Project Portfolio Management at Molson-Coors"; Submitted for review
19. "Project Portfolio Architecture": Submitted for review

Book Chapters:

1. "Instructional Design for Computerized Management Training." Educational Media and Technology Yearbook, E. Miller and M. Mosley (eds.), Libraries Unlimited, 1986.
2. "The Use of Television in Industrial Training, Educational Media Yearbook, James Brown, Ed., Libraries Unlimited, Denver, 1983.
3. "Performance Appraisal" contributed to Management Advisory Services Manual, Glenn H. Van Doren and Stephen D. Nadler, editors, Warren, Gorham and Lamont, NY, 1988.
4. "Technology: Ally or Adversary", Innovative Meeting Management, Richard Swanson, Editor, 3M Publishing, 1991.

Research and Books in Progress

Distributed Learning Instructional Curriculum: Project Management for Information Systems.
Data Warehousing and Business Intelligence with Hans Hultgren. Book publication due in 2005.

Case Studies:

1. "On Target" and "The New System," prepared for Dunaham, R, Management, Scott Foresman, 1989.

Other Articles:

1. "Expert Systems and Computer Based Instruction" The Criterion, June, 1985.
2. "Performance Appraisal for Scientists and Engineers", published by Office of Personnel Management, April 1980.

3. "A Survey of the Use of Instructional Development in Selected Businesses, Industries and Government Organizations in Colorado", Doctoral Dissertation, University of Colorado, Dec. 1980.
4. "Directory of Tutors and Translators" Colorado Department of Education, 1976, 1977. (with Bonnie Scudder).

Conference Proceedings

1. Scudder, Richard A. and Thomas, David, "Assessment of Distance Learning Programs" Proceedings of the American Association of Higher Education Assessment Conference, Denver, Colorado, July, 1999.
2. Scudder, Richard A. "Learning Systems at Universities" Proceedings of the the Electronic Commerce Conference in Bled, Slovenia in June, 1999.
3. Scudder, Richard A., A. Ronald Kucic, and Beryl Pretty. "Electronic Commerce in the University." Proceedings of the 11th International Bled Electronic Commerce Conference, "Electronic Commerce in the Information Society," Bled, Slovenia, June 8-10, 1998
4. "Distributed Project Management:" Presented with Roberto Evaristo at the International Conference on Information Systems, Cleveland, Ohio, December, 1997.
5. "Systems Analysts of the 1990's," Paper presented with Don McCubbrey at the ACM Special Interest Group, Computer Personnel Resources, Washington, April 4, 1988.
6. "A Comparison of Approaches to Obtaining Software Skills," presented with Ronald Kucic, Administrative Sciences Association of Canada conference, Halifax, Canada, June 5, 1988.
7. "Two Methods for Teaching Computer Applications; A Comparison," Presented with Ronald Kucic at the International Academy for Information Management, Pittsburgh, Dec 6, 1987. Refereed Paper
8. "Use of a Faculty PC-User's Group to Disseminate MIS Curriculum in a Business School Curriculum." Paper presented to the International Conference on Information Systems, San Diego, California., December, 1986.
9. "Local Area Networks: Impact of Office Automation Technologies." Paper presented with Nancy Sampson at the Association for Computing Machinery Conference, October, 1985.
10. "Critical Incidents in the Development of a Management Information System Program." Paper presented with Gary Lombardo at the Mountain-Plains Management Conference, October, 1985.
11. "The Impact of Information Systems on Information Flows." with Gary Lombardo. Paper delivered at the Colorado-Wyoming Academy of Science, May, 1985.
12. "Security Issues for Microcomputers." with Nancy Sampson; Paper delivered at the Colorado-Wyoming Academy of Science, May, 1985.
13. "Development of a Management Information Systems Curriculum"; Paper delivered at the Colorado-Wyoming Academy of Science, May 1984.
14. "A Comparative Study of Information Systems in the U.S. and Japan, Information Resource Management Conference, Memphis, May, 1991.
15. "Decision Criteria For and Against EDI - A Case Study, Proceedings of the Fourth Annual Electronic Interchange Conference, Bled, Slovenia, Yugoslavia, June, 1991.
16. Krishna S. Dhir and Richard Scudder. "The Chief Information Officer Concept as It Is Evolving in the U.S. and Japan," Proceedings of the 1992 *International Conference of the Information Resources Management Association*, Hershey, Pennsylvania, May, 1992.
17. "Distributed Project Management." presented at the International Conference of Information Systems, December, 1996.
18. "Geographically Distributed Project Teams: A Dimensional Analysis," with Roberto Evaristo. Presented at the HCCS Conference in Hawaii, January 2000.
19. "The Status of Mobile Business," Keynote Conference Presentation and Conference Proceedings, The Second Wuhan Conference on Electronic Commerce, Wuhan, China, October, 2002.

20. An evolutionary approach to customer relationship management: A case study of Vail Resorts Connolly, Daniel J., Slater, Jill Y., and Scudder, Richard. Proceedings of the Hospitality Information Technology Association Conference, Los Angeles, CA, 203-220
21. "Teaching without a textbook: The Next Digital Revolution?" Richard Scudder and DonMcCubbrey, Collector Conference Proceedings, June, 2005
22. "Status of Technology in the Daniels College of Business" Western AACSB Meeting, October, 2005

Conference Presentations

1. "Emerging Trends". Plenary Presentation, 19th e-Commerce Conference, Bled, Slovenia, June, 2006.
2. "The Status of Mobile Commerce across the World," Panel Discussion at the 15th Annual Bled Conference on Electronic Commerce, June 2002.
3. "Mobile Commerce Security" Panel Discussion at the EICAR conference, Berlin, June, 2002.
4. "Information Technology Electronic Commerce at the University Level," Panel Presentation, 11th Bled Conference on Electronic Commerce, June 1998
5. "Project Management" Workshop presented at the annual ISECON conference, Data Processing Management Association, May 5, 1988.
6. "The Current Status of Information Centers" Data Processing Management Association, Invited Session Participant, San Francisco, October, 1987.
7. "Programming Algorithms" Session Chair, ISECON, San Francisco, November 1, 1987.
8. "Executive Information Systems", Data Processing Management Association, Denver, April, 1987.
9. "Designing a Departmental Bilingual Database System" National Association for Bilingual/Bicultural Education, Denver; March, 1987.
10. "Making Technically Oriented Presentations" Data Processing Management Association, Denver, 1986.

Other Presentations

1. "Future Impacts of Technology" Mover and Shakers Breakfast, Denver, May 2006
2. "Agile Project Management" Santiago, Chile, April, 2005
3. "Successful Implementation of Your E-Commerce Strategy" for the University of California, Berkeley in Hong Kong and Shanghai, China, April and June, 2002.
4. The Strategies and Technologies of E-Commerce, for the University of California Berkeley, in Shanghai, China, October, 2001.
5. "Strategic E-Commerce" for Seminarium in Chile, Columbia, Peru and Mexico, May, 2001.
6. "Project Management" for the Western Management Institute of Beijing in Beijing, China, August, 2000
7. "Electronic Commerce Strategy" for InfoTech, Mexico City, Mexico, June, 2000
8. "Formulating and Electronic Commerce Strategy" for the Center for Management Development, Daniels College of Business, February and September, 2000.
9. "Project Leadership" for Marsh, Inc, September, 2000
10. "Project Scheduling Software" for Quest, Inc. Multiple presentations in 1999 and 2000.
11. "Introduction to Project Management" for Norwest Bank. Multiple presentations from 1993 to 1996.

12. "Project Management for the Legal Profession" presented at the annual Colorado Trial Attorney's Association Meeting, Vail, Colorado, 1990.
13. "Future Database Systems" Colorado Mental Health Association Meeting, Vail Colorado, 1990.
14. "Project Management" Workshop presented at the annual ISECON conference, Data Processing Management Association, May 5, 1988.
15. "Advanced Databases" Colorado CPA Society Seminar, Denver, October 16-17, 1987.
16. "Training Techniques for Information Systems, A New Paradigm;" American Society for Training and Development, Denver, October 23, 1987.
17. Keynote address, "Educational Design and Computers", Nebraska Media Association, 1984.
18. "Using PILOT", Southern Colorado Migrant Education Institute, Gunnison, 1984.
19. Keynote Address, "Training in the Eighties" Center for Management Development, Denver, 1983.
20. Keynote Address, "Overcoming Computer Phobia" Colorado Vocational Association, Denver, 1983.
21. Keynote Address, "Computers in English as a Second Language Classrooms" Colorado State Department of Education, Denver, 1982.
22. "Computer Networking for Instructional Development in Industry" Association for Educational Media and Technology, May, 1982; Dallas.
23. "Training By Example: The Use of Behavioral Modeling to Teach Supervisory Skills" National Performance and Instruction Conference, Montreal, 1981.
24. "Communication Skills" Association for Educational Media and Technology, April, 1981; Philadelphia.
25. "The Use of a Systems Approach to Solve a Performance Problem" National Performance and Instruction Conference, Denver, 1981.
26. "Behavioral Modeling", Association for Educational Media and Technology, March, 1980, Denver.

Editorships and Review Positions:

1. Consulting Editor, Instructional Innovator, 1981-1985.
2. Associate Editor, Educational Media Yearbook, 1984.
3. Reviewer, Educational Technology, 1981-1984.
4. Editor, The Criterion, 1983.
5. Reviewer, Management Information Systems Quarterly, 1987 to present
6. Reviewer, William C. Brown Company, Information Systems Division, 1988
7. Reviewer, Information Systems Journal, 1996 to present
8. Reviewer, Course Technology, 2000 to present