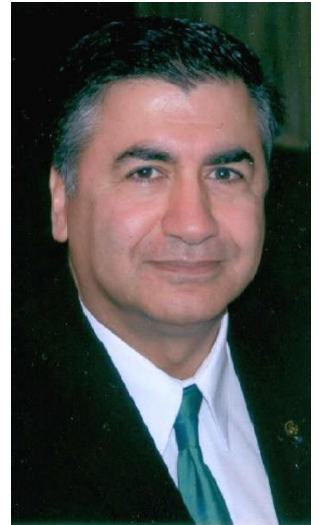


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E D U C A T I O N

- The Wharton School, University of Pennsylvania
Ph.D. in Systems Sciences, May 1982.
An interdisciplinary degree integrating management information systems, corporate planning, operations research, and social psychology within the broad framework of systems theory. Doctoral dissertation entitled "*The Role of Feedback in Planning and Control*".
Studies focused on information systems design, socio-technical design, and research methodology. Worked closely with Professor Russell Ackoff for 5 years.
- Temple University
M.A. in Mathematics, May 1977.
Studies focused on applied mathematics, statistics, and operations research. Also minored in philosophy with concentration on philosophy of language, analytic philosophy, and foundations of mathematics.
- LaSalle University
B.A. in physics and mathematics, May 1974.

E X P E R I E N C E

Academic Appointments – Full Time

- California State University, Fresno: Tenured, Full Professor of Information Systems, The Craig School of Business (1985 – present). Have been teaching:
 - Graduate courses in Management Information Systems, Global Information Systems
 - Undergraduate courses in Computer Concepts, Management Information Systems, Systems Analysis and Design
 - The graduate MIS course in the Executive MBA Program
- Ohio University, Assistant Professor of Management Systems, College of Business Administration (1983 – 1985).
- Saint Joseph's University, Assistant Professor of Administrative Sciences, College of Business and Administration (1980 – 1983).

- LaSalle University, Instructor in the Department of Management, School of Business Administration (1979 – 1980). Also taught courses in philosophy: Critical Thinking, and Work and Culture.
- Temple University: Instructor in Persian, Center for Critical Languages (1976 – 1980).

Academic Appointments – Visiting Professor

- UNAM (Universidad Nacional Autónoma de México), Mexico City, Mexico.
 - Visiting professor of System Analysis and Design (June 2007)
- Universidad IberoAmericana, Puebla, Mexico.
 - Fulbright Senior Specialist; taught a course in Systems Analysis and Design (May – June 2006, also May – June 2016).
- The Rotterdam School of Management, Erasmus University, the Netherlands, visiting professor (1990 – 2003).
 Taught the following graduate courses in the full-time MBA, Executive MBA, and MBI (Masters of Business Informatics) Programs:
 - Management Information Systems
 - Competitive Strategy Through Information Technology
 - Information Technology and Information Systems
 - Systems Analysis and Design
 - Infopreneurship
- Yerevan State University, Yerevan, Armenia (2000 – 2003).
 - Visiting professor, Economics Department. Taught graduate courses in MIS.
 - Developed and implemented a graduate program in MIS, trained faculty and graduate students, provided resources.
- Indian Institute of Technology, Chennai (Madras), India (January 1999).
 - Guest lecturer of Management Information Systems
- Taffakur University, Baku, Azerbaijan (May 1996).
 - Visiting professor of Management Information Systems
- Industrial Management Institute, Iran (Summer 1978).
 - Visiting professor of Systems Sciences

Refereed Academic Publications

- “Comparison of Neural Network and Ordinary Least Squares Models in Forecasting Chinese Stock Prices”, co-authored with Kwon, O., Iriberry, A., Wu, Z., *Journal of International Finance and Economics*, (volume 19, number 1, 2019), pp. 17 -32.
- “The Structure of Argentine Tango”, *Journal of Mathematics and the Arts*, (volume 12, Issue 4, July 2018), pp. 225-243. **Winner of the Best Paper Award, the Fifth International Conference on Fuzzy Systems and Data Mining, October 2019, Japan.**
- “Online Delivery Technology as a Determinant of Student Learning Outcome”. (Research in Progress)
- “The Impact of Personality, Gender, and Area of Specialization Among Undergraduate Business Students on Business Ethics”. (Research in Progress)
- “Exposure to Online Classes as a Determinant of Student Perceptions”, *The Coastal Business Journal*, (vol. 13, Spring 2013), pp. 116-131.
- “Exposure to Online Classes as a Determinant of Student Perceptions”, presented at the 2012 Midwest DSI (Decision Science Institute) conference, April 12-14, 2012, Grand Rapids, Michigan, and also published in the conference Proceedings. **Winner of the Outstanding Paper in Innovative Education Track.**
- “Do On-Line Students Cheat?”, *Palmetto Business and Economic Review* (vol. 13, 2010), pp. 53-59.
- “Distance Learning from Multiple Perspectives”, presented at the 14th Global Finance Conference, April 1 – 4, 2007, Melbourne, Australia, and also published in the conference Proceedings.
- “A Systems Approach to Online Education”, presented at the Third International Conference on Systems Thinking in Management, May 19 - 21, 2004, Philadelphia, and also published in the conference Proceedings.
- “Distance Learning: From How-To to Why-To and When-To”, presented at the Western DSI (Decision Science Institute) conference (Manzanillo, Mexico April 13-17, 2004), and also published in the conference Proceedings.
- “Exploring the Demographics of Online Security Concerns”, presented at the Western DSI (Decision Science Institute) conference (Kauai, Hawaii April 15-19, 2003), and also published in the conference Proceedings.
- “Transaction Processing Systems" published in the International Encyclopedia of MIS, Academic Press, 2002. (This is a by-invitation-only publication)

- “Exploring the Linkages between Information Systems Capabilities and Business Variables”, presented at the Western DSI (Decision Science Institute) conference (Las Vegas, April 2-6, 2002), and also published in the conference Proceedings.
- “ING Barings: A Case Study in Global Information Systems”, presented at the Western DSI (Decision Science Institute) conference (Vancouver, Canada April 3-7, 2001), and also published in the conference Proceedings.
- "Dell Computer in China: Lessons for Global I.S." presented at the Western DSI (Decision Science Institute) conference (Maui, April 18-22, 2000), and also published in the conference Proceedings.
- “Information Systems Development and Music: The Exploration of a Parallelism”, *Leonardo: The International Journal for the Integration of Music, Art, Science, and Technology*, MIT Press, November 1999.
- "Management Information Systems Education from A Systemic Viewpoint", *Systems Practice and Action Research*, volume 12, issue 4, August 1999.
- "Information Systems and Music: Exploring Common Developmental Features" presented at the Western DSI (Decision Science Institute) conference (Puerto Vallarta, Mexico, April 6-10, 1999), and also published in the conference Proceedings.
- "The Development of a Multimedia Module for an MIS Course" presented at the Western DSI (Decision Science Institute) conference (Reno, April 7-11, 1998), and also published in the Proceedings.
- "MIS and the Intellectual Legacy of Russell Ackoff: A Radical Critique", presented at the Systems Approach: The New Generation conference (Wharton School, University of Pennsylvania, February 1998), and published in the Proceedings.
- "Global Infopreneurship: The Virtual Value Chain and the World Wide Web", presented at the Third Annual Global Finance Conference in Hawaii, April 1996, and published in the Proceedings.
- "A Multimedia CD-ROM for Teaching MIS", developed for use at the Craig School of Business (1997).
- "Management Information Systems: Learning Exercises and Applications", Prentice Hall, 1995.
- "Management Information Systems: Learning Exercises and Applications, Instructor's Manual", Prentice Hall, 1995.
- "Automation Design: Its Human Problems", *Systems Practice*, February 1990.
- "Conceptual Feedback Effects in Information Systems Design", *Journal of Systems Management*, October 1989.

- "Effectiveness vs. Efficiency: Operations Research in a new Light", in *Operational Research and the Social Sciences*, Plenum Publishing Company, April 1989.
- "Toward an Information-Based Theory of Irrational Systems Behavior", *Systems Research*, volume 6, #1, April 1989.
- "Information Systems Design as an Iterative Process", presented at the 32nd Annual meeting of the ISSS (St. Louis, June 1988), and also published in the Proceedings.
- "Design for Automation: The Mind Enhancing the Mind", published in the Proceedings of the 31st ISSS Annual Meeting, Budapest, June 1987.
- "The Boomerang Effect: A Design Principle for Human Action Systems", published in *Design Inquiry*, volume I, International Systems Institute, 1987.
- "The Boomerang Effect: A Design Principle for Human Action Systems", presented at the 30th Annual meeting of the ISSS (Philadelphia, May 1986), and also published in the Proceedings.
- "Parameters of Competition and the Variety of Strategic Alternatives", presented at the Midwest Business Administration Association, Chicago, March 1985, and also published in the Proceedings.
- "Human Rationality as a Behavioral Postulate", presented at the 29th Annual Meeting of the ISSS (Los Angeles, May 1985), and also published in the Proceedings.
- "The Hierarchy of Objectives: Toward an Integrating Construct in Systems Science", published in *Systems Research*, volume 2, number 3, 1985.
- "A Management Scientist's Unfashionable Concept of Change", published in the *M.B.A. Quarterly*, volume 6, number 3, Fall, 1984.
- "Who is Bounded in Bounded Rationality: The Observer or the Decision-Maker?" presented at the 16th Annual Conference of the American Institute for Decision Sciences (Toronto, November 1984), and also published in the Proceedings.
- "A Systems Approach to Systems Approaches", presented at the 28th Annual Meeting of the ISSS (New York, May 1984), and also published in the Proceedings.

Popular Publications

The following are op ed pieces and letters published in the Fresno Bee.

1. January 18, 1997: *Dear God: we have questions about questions* (creationism vs. evolution)
2. February 7, 1998: *We must reach out to embrace beauty in all faiths* (misleading title; my reflections on religion)
3. April 10, 1999: *Rotary club's good works stretch around the world* (report on the Group Study Exchange trip to India)
4. July 14, 1999: *Veritable success of Philharmonic depends on many* (the Raymond Harvey controversy)
5. September 2, 2001: *Run the tape* (Gary Condit)
6. January 10, 2002: *People to machines* (critique of Islam)
7. August 10, 2002: *Is the killer sick or evil? Science says he's evil* (a scientific conception of evil)
8. May 24, 2004: *Their own medicine* (the Abu Ghraib episode)
9. May 11, 2006: *Holding us back* (English as the only language of USA)
10. July 11, 2007: *Paying the price* (corruption at CSUF athletics affecting academics)
11. September 30, 2007: *Shameful performance* (the president of Columbia University inviting Ahmadinejad)
12. November 22, 2007: *Where's the faculty?* (apathy of CSUF faculty about their president)
13. March 12, 2008: *CSU won't learn* (inappropriateness of campus presidents making decisions about international travels)
14. May 13, 2008: *Welty's damage* (what "Fresno State Powering the New California" has come to really mean)
15. September 22, 2008: *Universal Prayers* (why "God Bless America" is not an exclusionary, Christian prayer)
16. June 4, 2009: *Equality in Words* (why gay "civil union" should not be called "marriage")
17. August 20, 2009: *Pick a plan, any plan* (Why Obama's health care plan success depends upon its details)
- *Meet Our Letter Writers - August 23, 2009*
18. November 20, 2009: *Let's test lawmakers* (why lawmakers should not be allowed to vote on a bill unless they pass a test on its contents)

19. March 13, 2010: [*Iranian Perspective*](#) (reaction to criticism of Victor Davis Hanson for not telling the truth about America's past wrongdoings in the Middle East)
20. July 21, 2011: [*Orientation and achievement*](#) (excellence knows no sexual orientation)
21. April 29, 2012: [*Looking to the future*](#) (why Romney driving his dog on the roof of his car will not matter)
22. March 12, 2013: [*Suggestions for Letter Writers*](#) (recommended guidelines for Fresno Bee letters)
23. March 7, 2014: [*The Post-Modern Recipe*](#) (the fast track to sounding open minded and enlightened)
24. July 14, 2014: [*Pledge of Allegiance Debate*](#)
25. November 8, 2014: [*Focus on Excellence in Education, Not Race or Gender*](#)
26. July 11, 2015: [*Use present to improve the future*](#) (fanning the fires of a bygone, unchangeable past)
27. September 10, 2016: [*Protesting is so much easier than actual work*](#) (sitting through a public performance of the national anthem)
28. May 6, 2017: [*Breaking news! #Moses drops #TenCommandments in May surprise*](#) (If the Ten Commandments had come about in this day and age)

Direct Link: <http://www.fresnobee.com/opinion/readers-opinion/article148674949.html>

29. June 15, 2018: [*Religious freedom vs. equal treatment goes beyond just buying a cake*](#) (designing a cake for a gay wedding)

CONSULTING

Over the past 40 years have consulted for a variety of companies and organizations in USA, Europe and the Middle East in the various aspects of information systems development, from planning, analysis, and design, to implementation and training. Clients include: Community Food Bank, Occu-Med, Saladino's, MuniServices, Fresno Public Works Department, Busseto Foods, 4C, FISERV, MCTEP, Busch Center, Industrial Management Institute (Iran), University of Pennsylvania Hospital Cancer Center, etc.

PROFESSIONAL ACTIVITIES

- O'Donnell Learn, designer of digital educational products and learning experiences in higher education (August-December 2015)
 - Developed several hundred multiple-choice questions for their digital MIS textbook
- The Marjaree Mason Center (July-October 2014) – Pro bono work
 - Provided analysis and rating of 39 candidates, each along 9 criteria, on a 0-5 scale; part of the Top Ten Professional Women Awards process. The award recognizes ten outstanding professional women in the Fresno area.
 - Provided analysis and rating of 5 business enterprises, each along 9 criteria, on a 0-5 scale; part of the Top Business Awards process. The award recognizes an exceptional business that supports women in their careers and personal achievements.
 - Mandatory attendance at the actual award ceremony, October 17, 2014, in which I was recognized for my contribution to this event.
- Attended 5-day Graduate Online Pedagogy Workshop/Graduate Net Initiative, on campus:
 - August 10-14, 2015 (8 am – 5 pm)
 - August 20, 2015, 10:45 am – 2:30 pm
 - Made a presentation at Fig Garden Rotary Club entitled, “The Current Realities and Future Prospects of Higher Education in the United States”, January 30, 2015.

Developed a comprehensive, customized test bank for all sections of IS 130 (Management Information Systems) to avoid the publisher's test bank whose questions had been compromised on the Internet, Summer 2018

Taught a Systems Analysis and Design course at Universidad Ibero-Americana, Puebla, Mexico as a Fulbright Senior Specialist, May-July 2016

Developed a comprehensive PowerPoint presentation for use in IS 130 to enable the students' conceptual comprehension of the hands-on SAP activities, Fall 2015.

Sample of University Service in the 2015-2020 period:

- Served on the Craig School of Business Committee on Faculty, 2019-2020
- Served on the Craig School of Business Committee on Faculty, 2018-2019
- Served on the Craig School of Business Committee on Faculty, 2017-2018
- Served on the Craig School of Business Committee on Faculty, 2016-2017
- Served on the DS Search Committee, 2018-2019
- Served on the DS Search Committee, 2016-2017
- Served on the IS Search Committee, 2015-2016

COMMUNITY SERVICE

Rotary International

- Director of the Group Study Exchange program of Rotary District 5230 (Central California)
(June 2000 – 2001)

The Rotary Club:

- President, Fig Garden Rotary Club (2009-2010)
- District 5230 Group Study Exchange Team Leader to Madras, India (January-February, 1999)
- Member (North Fresno Rotary Club: 1990 – 1997, Fig Garden Rotary Club: 1997 – present)
- Chair of International Avenue of Service (1995 – 1996, 2000 – 2002, 2006 – 2008)
- Weekly Program Director (1995 – 1996)
- Member, Board of Directors (1994 – 1996, 2000 – 2002, 2006 – 2008)

Fresno Philharmonic

- President (2010-2012)
- Vice President, President-Elect (2008-2010)
- Member, Board of Directors (1993 – present)
- Chair of Education Committee (1995 – 2002, 2005 – 2008)
- Continuously involved in a variety of fund raising events.

Instructor of Argentine Tango at California State University (January 2019 – present)

<https://www.facebook.com/groups/FresnoStateTango>