

September 2019 UofM Academic, Research and Student Success Committee Meeting

Schedule Wednesday, September 4, 2019 8:00 AM — 9:00 AM CDT
Venue University Center Fountain View Suite (UC 350)
Organizer Jean Rakow

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1. Call to Order

2. Roll Call

3. Approval of Meeting Minutes June 5, 2019

For Approval

4. Housing Eligibility Rule

For Approval

Presented by Raajkumar Kurapati

The University of Memphis Board of Trustees

Recommendation

For Approval

Date: September 4, 2019

Committee: Governance and Finance

Recommendation: Housing Eligibility Rule Revised

Presented by: Melanie Murry, University Counsel

Background:

The following rule is being amended at the request of the Legislature. They have requested that we replace the term “sex” with the term “gender” in the document. The rule has been resubmitted with the change for approval.

Committee Recommendation:

The Governance and Finance Committee recommends approval of the revised Housing Eligibility rule as provided in the meeting materials.

**Department of State
Division of Publications**

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Nashville, TN 37243
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For Department of State Use Only

Sequence Number: _____

Rule ID(s): _____

File Date: _____

Effective Date: _____

Proposed Rule(s) Filing Form

Proposed rules are submitted pursuant to Tenn. Code Ann. §§ 4-5-202, 4-5-207, and 4-5-229 in lieu of a rulemaking hearing. It is the intent of the Agency to promulgate these rules without a rulemaking hearing unless a petition requesting such hearing is filed within ninety (90) days of the filing of the proposed rule with the Secretary of State. To be effective, the petition must be filed with the Agency and be signed by ten (10) persons who will be affected by the amendments, or submitted by a municipality which will be affected by the amendments, or an association of ten (10) or more members, or any standing committee of the General Assembly. The agency shall forward such petition to the Secretary of State.

Pursuant to Tenn. Code Ann. § 4-5-229, any new fee or fee increase promulgated by state agency rule shall take effect on July 1, following the expiration of the ninety (90) day period as provided in § 4-5-207. This section shall not apply to rules that implement new fees or fee increases that are promulgated as emergency rules pursuant to § 4-5-208(a) and to subsequent rules that make permanent such emergency rules, as amended during the rulemaking process. In addition, this section shall not apply to state agencies that did not, during the preceding two (2) fiscal years, collect fees in an amount sufficient to pay the cost of operating the board, commission or entity in accordance with § 4-29-121(b).

Agency/Board/Commission:	University of Memphis
Division:	
Contact Person:	Latosha Dexter
Address:	201 Administration Building, Memphis, TN
Zip:	38152
Phone:	901-678-2155
Email:	vldexter@memphis.edu

Revision Type (check all that apply):

☒ Amendment
☐ New
☐ Repeal

Rule(s) (**ALL** chapters and rules contained in filing must be listed here. If needed, copy and paste additional tables to accommodate multiple chapters. Please make sure that **ALL** new rule and repealed rule numbers are listed in the chart below. Please enter only **ONE** Rule Number/Rule Title per row)

Chapter Number	Chapter Title
0240-10-02	Student Housing
Rule Number	Rule Title
0240-10-02-.02	Eligibility

Chapter Number	Chapter Title
Rule Number	Rule Title

Rules of
University of Memphis

Chapter 0240-10-02
Student Housing
Amendment

Rule 0240-10-02-.02 Eligibility paragraph (3) is amended and shall read as follows:

0240-10-02-.02 Eligibility

- (1) To be eligible to reside in University residence halls students must be fully admitted to the University or conditionally admitted students in a degree program at the University.
- (2) Applicants for Graduate and Student Family Housing must be either:
 - (a) married and/or a single parent (have legal custody of a dependent); or
 - (b) a single graduate student.
- (3) All students shall have an equal opportunity to reside in student residence halls regardless of race, sex, marital status, creed, color, national origin, or disability.
- (4) No person who is registered, or required to register, as a sex offender will be eligible to reside in University residence halls.
- (5) All students under the age of twenty-two (22) who reside in University residence halls must provide proof of adequate immunization against meningococcal disease as required by state law unless they have a valid exemption.
- (6) Students who fail to provide proof of adequate immunization will not be allowed to reside in University residential halls unless they have a valid exemption.
- (7) Any exceptions to the eligibility requirements must be approved by the Director of Residence Life or their designee.

Authority: T.C.A. § 4-5-102(12)(E)(ii); T.C.A. § 49-8-203(a)(1)(D); T.C.A. § 49-7-124; T.C.A. § 49-7-162.

* If a roll-call vote was necessary, the vote by the Agency on these rules was as follows:

Board Member	Aye	No	Abstain	Absent	Signature (if required)
G. Douglas Edwards					
Marvin Ellison					
Alan Graf, Jr.					
Cato Johnson					
R. Brad Martin					
David North					
Carol Roberts					
David Kemme					
Susan Springfield					
Noah Agnew	NA	NA	NA		

I certify that this is an accurate and complete copy of proposed rules, lawfully promulgated and adopted by the (board/commission/other authority) on 09/04/2019 (date as mm/dd/yyyy), and is in compliance with the provisions of T.C.A. § 4-5-222. The Secretary of State is hereby instructed that, in the absence of a petition for proposed rules being filed under the conditions set out herein and in the locations described, he is to treat the proposed rules as being placed on file in his office as rules at the expiration of ninety (90) days of the filing of the proposed rule with the Secretary of State.

Date: _____

Signature: _____

Name of Officer: Melanie Murry

Title of Officer: University Counsel/Board Secretary

Subscribed and sworn to before me on: _____

Notary Public Signature: _____

My commission expires on: _____

Agency/Board/Commission: _____

Rule Chapter Number(s): _____

All proposed rules provided for herein have been examined by the Attorney General and Reporter of the State of Tennessee and are approved as to legality pursuant to the provisions of the Administrative Procedures Act, Tennessee Code Annotated, Title 4, Chapter 5.

Herbert H. Slatery III
Attorney General and Reporter

Date

Department of State Use Only

Filed with the Department of State on: _____

SS-7038 (October 2018)

3

RDA 1693

Effective on:

Tre Hargett
Secretary of State

Regulatory Flexibility Addendum

Pursuant to T.C.A. §§ 4-5-401 through 4-5-404, prior to initiating the rule making process, all agencies shall conduct a review of whether a proposed rule or rule affects small business.

The rule is not anticipated to have an impact on small business.

Impact on Local Governments

Pursuant to T.C.A. §§ 4-5-220 and 4-5-228 “any rule proposed to be promulgated shall state in a simple declarative sentence, without additional comments on the merits of the policy of the rules or regulation, whether the rule or regulation may have a projected impact on local governments.” (See Public Chapter Number 1070 (<http://publications.tnsosfiles.com/acts/106/pub/pc1070.pdf>) of the 2010 Session of the General Assembly)

The rule is not anticipated to have an impact on local governments.

Additional Information Required by Joint Government Operations Committee

All agencies, upon filing a rule, must also submit the following pursuant to T.C.A. § 4-5-226(i)(1).

- (A)** A brief summary of the rule and a description of all relevant changes in previous regulations effectuated by such rule;

Per Tenn. Code Ann. § 4-5-102(12)(B)(iv)(b) agency matters related to the housing of students must be promulgated as rules. These rules clarify the non-discrimination provisions of the eligibility requirements for housing.

- (B)** A citation to and brief description of any federal law or regulation or any state law or regulation mandating promulgation of such rule or establishing guidelines relevant thereto;

Per Tenn. Code. Ann. § 4-5-102(12)(B)(iv)(b) agency matters related to the housing of students must be promulgated as rules. This requirement was further stated in State Board of Regents of University v. Gray, 561 S.W.2d 140 (Tenn. 1978).

- (C)** Identification of persons, organizations, corporations or governmental entities most directly affected by this rule, and whether those persons, organizations, corporations or governmental entities urge adoption or rejection of this rule;

The individuals directly affected by this rule are the students attending University of Memphis who elect to reside in University housing. The amendment changes one word to clarify the non-discrimination provisions of the eligibility requirements, and, therefore, the University does not anticipate any objection to the rule.

- (D)** Identification of any opinions of the attorney general and reporter or any judicial ruling that directly relates to the rule or the necessity to promulgate the rule;

None.

- (E)** An estimate of the probable increase or decrease in state and local government revenues and expenditures, if any, resulting from the promulgation of this rule, and assumptions and reasoning upon which the estimate is based. An agency shall not state that the fiscal impact is minimal if the fiscal impact is more than two percent (2%) of the agency's annual budget or five hundred thousand dollars (\$500,000), whichever is less;

There will be no probable increase or decrease in state and local government revenues and expenditures resulting from this new rule.

- (F)** Identification of the appropriate agency representative or representatives, possessing substantial knowledge and understanding of the rule;

V. Latosha Dexter, Deputy University Counsel

- (G)** Identification of the appropriate agency representative or representatives who will explain the rule at a scheduled meeting of the committees;

Melanie Murry, University Counsel; Jennie Verner, Sr. Dir of Governmental Relations and Policy

- (H)** Office address, telephone number, and email address of the agency representative or representatives who will explain the rule at a scheduled meeting of the committees; and

Melanie Murry, University Counsel, 201 Administration Building, Memphis, TN 38152, 901-678-2155.

- (I)** Any additional information relevant to the rule proposed for continuation that the committee requests.

None.

Rules of
University of Memphis

Chapter 0240-10-02
Student Housing

Amendment

Rule 0240-10-02-.02 Eligibility is amended and shall read as follows:

0240-10-02-.02 Eligibility

- (1) To be eligible to reside in University residence halls students must be fully admitted to the University or conditionally admitted students in a degree program at the University.
- (2) Applicants for Graduate and Student Family Housing must be either:
 - (a) married and/or a single parent (have legal custody of a dependent); or
 - (b) a single graduate student.
- (3) All students shall have an equal opportunity to reside in student residence halls regardless of race, sex, marital status, creed, color, national origin, or disability.
- (4) No person who is registered, or required to register, as a sex offender will be eligible to reside in University residence halls.
- (5) All students under the age of twenty-two (22) who reside in University residence halls must provide proof of adequate immunization against meningococcal disease as required by state law unless they have a valid exemption.
- (6) Students who fail to provide proof of adequate immunization will not be allowed to reside in University residential halls unless they have a valid exemption.
- (7) Any exceptions to the eligibility requirements must be approved by the Director of Residence Life or their designee.

Authority: T.C.A. § 4-5-102(12)(E)(ii); T.C.A. § 49-8-203(a)(1)(D); T.C.A. § 49-7-124; T.C.A. § 49-7-162.

5. First Year Residency Requirement Rule

For Approval

Presented by Raajkumar Kurapati

The University of Memphis Board of Trustees

Recommendation

For Approval

Date: September 4, 2019

Committee: Academic, Research & Student Success Committee

Recommendation: First Year Residency Requirement

Presented by: Raaj Kurapati, Chief Financial Officer

Background:

The Academic, Research & Student Success Committee establishes policies, programs, and procedures affecting students and campus life, including but not limited to student conduct, student housing, campus environment, and student engagement that seek to enhance the educational experiences for all students.

In support of our strategic plan, the University is proposing a first-year residency requirement which we believe is essential toward promoting student success and academic excellence. National research demonstrates students who reside on-campus for at least their first year of college develop a greater affinity for the institution, are more likely to retain and graduate, have greater access to support resources, have higher GPAs, and develop social networks for their remaining college careers.

Committee Recommendation:

First-Year Residency Requirement

Academic, Research and Student Success Committee

Raaj Kurapati
Chief Financial Officer

September 4, 2019
University Center



SEPTEMBER 2019

Occupancy Data

The demand for student housing is at an all-time high and is beginning to align with our goal to become a “destination campus.”

The addition of the Gather properties and new housing construction on Deloach Street, discussed earlier, will allow for strategic expansion of University housing options for all students.

	Capacity	Occupied
Undergraduate Student Housing		
Carpenter Complex Apts	329	100%
Carpenter Complex Townhouses	168	98%
Centennial Place Apartments	144	100%
Centennial Place Double	643	100%
Gather II Apts	108	98%
LLC Doubles	446	100%
LLC Singles	39	100%
Rawls Doubles	276	100%
Rawls Singles	22	100%
Rawls Singles w/o Sink	4	100%
Smith Doubles	142	100%
Smith Singles	14	100%
South Doubles	162	100%
Park Ave. A	16	100%
Park Ave. B	56	100%
CURRENT TOTAL FALL 2019	2569	100%

Supports the University's strategic plan to promote student success and academic excellence:

- ✓ Increases retention and affinity for the institution thus positively impacting graduation rates
- ✓ Encourages student success and engagement through learning opportunities provided outside of the classroom
- ✓ Provides easy access to campus resources (library, labs, dining, recreation center, support services)

Our policies need to align with our shifting demographics and strategies including moving to a resident/destination campus from the traditional perception of being a “commuter” campus.

Beginning Fall 2020, all new full-time first-year students will be required to live in University of Memphis-owned or operated residential communities.

A procedure will be developed to allow for exceptions to this policy for students meeting established criteria based on industry norms.

Questions?

6. Tenure Upon Appointment

For Approval

Presented by Tom Nenon

The University of Memphis Board of Trustees

Agenda Item

For Approval

Date: September 4, 2019

Committee: Academics, Research, & Student Success Committee

Recommendation: Approval of Tenure upon Appointment

Presented by: Dr. Thomas Nenon, Executive Vice President for Academic Affairs and Provost

Background:

Dr. Huigang Liang is a national leading scholar in the Management Information Systems (MIS) discipline. He has been selected as a Professor and Holder of the FedEx Chair of Excellence in MIS. Dr. Liang's offer letter and curriculum vitae follow.

Committee Recommendation:

The Academic, Research, & Student Success Committee recommends approval of the Dr. Liang as the FedEx Chair of Excellence in MIS.

REQUEST FOR A REDUCTION OF TENURE TRACK PROBATION PERIOD

This is a request to recommend that Huigang Liang in the Department of BIT
First Middle Last

be granted a 6 year(s) reduction in his/her tenure probation period. A copy of his/her vita must be attached.

Date: 05/30/2019 Justification (If necessary, use additional pages and attach to this form.)

Dr. Liang is a nationally leading scholar in the Management Information Systems (MIS) discipline. He has been selected as the Incoming Professor and Holder of the FedEx Chair of Excellence in MIS. He has more than fulfilled all of the tenure-track probationary period (teaching, research, and service) performance requirements currently in place at the University of Memphis. He is a prolific scholar publishing in the very top "A+" and "A" rated, peer-reviewed academic journals. His long-sustained record of teaching excellence, professional service, and related student-success accomplishments at the undergraduate and graduate levels are exemplary. From all indicators, Dr. Liang is most likely to continue performing at a high level of productivity at the University of Memphis. Consequently, we are requesting that Professor Liang be considered for tenure review at the September 2019 meeting of the University's Board of Trustees. If granted, his tenure will become effective on January 1, 2020.

APPROVAL SIGNATURES:

[Signature] 05/30/19
 Departmental Chairperson Date

[Signature] 6/6/2019
 Dean Date

[Signature] 6/11/19
 Provost Date

[Signature] 6/12/19
 President Date

COMMENTS



Business Information and Technology

300 Fogelman Administration Bldg.
Memphis, Tennessee 38152

Office: 901.678.4613
Fax: 901.678.4151

www.memphis.edu

To: The University of Memphis Board of Trustees

From: Department of Business Information and Technology, Fogelman College of Business and Economics

Subject: Recommendation for reduction in Huigang Liang's tenure probation period

Date: June 21, 2019

We, the Department of Business Information and Technology in the Fogelman College of Business and Economics, strongly recommend a six-year reduction in Dr. Huigang Liang's tenure probation period. Dr. Liang, the incoming Professor and Holder of the FedEx Chair of Excellence in MIS, possesses a superior record in teaching, research and service and is very deserving of the requested reduction.

Dr. Liang has accrued over 60 publications in peer-reviewed academic journals in disciplines such as management information systems (MIS), healthcare, and production research since 2007. Of these articles, 15 are A+ and ten were published in the top three MIS journals (*MIS Quarterly*, *Information Systems Research*, and *Journal of Management Information Systems*). Dr. Liang also has 11 A-rated journal publications in MIS. With his numerous publications in high-quality journals, he has been ranked among the top 25 MIS researchers worldwide (based on normal count in the period 2007-2017).

Dr. Liang occupies a leadership role in the MIS academic community. He has served as an Associate Editor for *MIS Quarterly* (A+ journal) and is currently an Associate Editor for *Information Systems Research* (A+ journal) as well as a Senior Editor for *Journal of the Association for Information Systems* (A+ journal). In addition, he acted as co-director of East Carolina University's research cluster on big data and analytics with the mission of creating new organizational big data capabilities to support faculty research and regional economic development.

Dr. Liang is not only an exceptional researcher but also a dedicated teacher and mentor. He has specialized in teaching business applications programming and database management, essential MIS subject areas. Furthermore, Dr. Liang has demonstrated outstanding teaching abilities in a broad range of topics including business analytics and health informatics at the undergraduate, graduate, and doctoral levels. By integrating cutting edge research and knowledge into his teaching, he provides an enriching learning experience for students.



Business Information and Technology

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Dr. Liang has more than fulfilled all current tenure-track probationary period performance requirements (teaching, research, and service) at the University of Memphis. The BIT Department fervently believe Dr. Liang's academic accomplishments and long-term contributions to the MIS profession justify our request for a six-year reduction in his probation period.

Sincerely,

Chen Zhang
Interim Department Chair
Associate Professor
Department of Business Information and Technology
Fogelman College of Business and Economics
University of Memphis
Email: czhang12@memphis.edu
Phone: (901) 678-5671

The University of Memphis
Memphis, Tennessee 38152

**NOTICE OF TENURE-TRACK APPOINTMENT AND
CONTRACT AGREEMENT OF EMPLOYMENT FOR FACULTY**

TO: HUIGANG LIANG
DEPARTMENT OF BUSINESS INFORMATION AND TECHNOLOGY
THE UNIVERSITY OF MEMPHIS
MEMPHIS, TN 38152

This is to confirm my appointment to a position as PROFESSOR, HOLDER OF THE FEDEX CHAIR OF EXCELLENCE IN MIS in the DEPARTMENT OF BUSINESS INFORMATION AND TECHNOLOGY for the ACADEMIC YEAR at an annual salary of \$260,000. This also confirms that, during the term of my appointment, I will be eligible for any benefits that are currently available through the University of Memphis. This appointment is effective 08/19/19, subject to the terms and conditions hereinafter set forth and my acceptance thereof:

1. This appointment is made subject to the laws of the State of Tennessee, the requirements and policies of the Board of Trustees, and the requirements and policies of this institution. Any renewal of this appointment through a Notice of Renewal of Tenure-Track Appointment for Faculty or Notice of Renewal of Tenure-Track Appointment and Amendment of Agreement of Employment for Faculty will be subject to all laws, requirements and policies in effect at the time of renewal. To be valid and binding, such renewal must be fully executed by all parties.
2. The above stated salary is contingent upon my completion of service for the full term of this appointment. The salary for an academic year appointment will accrue at the rate of one-half for each academic semester, and will be payable at the rate of one-twelfth of the amount for each month from September through August. The salary for a fiscal year appointment will accrue and be payable at the rate of one-twelfth for each completed month of service, or in the event of failure to complete the specified term of the appointment, salaries will be prorated in accordance with the policies of the institution.
3. This appointment and the above stated salary are in consideration of my successful performance of the duties and responsibilities assigned to me as a full-time faculty member of this institution, and such additional duties as may be assigned to me from time to time, subject to the policies of the department or other area of assignment, and subject to the supervision and direction of appropriate representatives of this institution.
4. A specific condition of this contract is my agreement to participate in an annual evaluation of my assigned duties and responsibilities.
5. Academic year appointments include no obligation for or guarantee of summer session employment.



The University of Memphis is an Equal Opportunity/Affirmative Action University.
It is committed to education of a non-racially identifiable student body.

6. This appointment will be submitted for tenure upon appointment at the rank of Full Professor for approval by Provost, President and the Board of Trustees at the September 2019 meeting.
7. The minimum requirements and conditions for the award of tenure by the Board of Trustees upon completion of the probationary period are set forth in University's Academic Freedom Policy AA3014 and University's Tenure Policy AA3011. Requirements and conditions for the recommendation of tenure by this institution are set forth in the policies of the institution and are incorporated by reference as if fully set forth herein. Tenure may only be awarded by positive action of the Board of Trustees.
8. I agree to abide by the policies of the Board of Trustees and of this Institution regarding Intellectual Property University Policy RE7004, and hereby acknowledge my responsibilities under those policies to disclose and possibly assign (as required under policy) Intellectual Property developed by me, either solely or jointly with others, during the term of my employment, and to otherwise assist the Institution as required by policy in protecting rights it may have in that Intellectual Property.
9. By acceptance of this appointment, I agree to abide by the terms of the Drug-Free Workplace Act of 1988 as defined in published institution statements and policy. I also agree to notify the Department of Human Resources of any criminal drug conviction for a violation occurring in the workplace no later than five days after such conviction.
10. My employment with the University of Memphis is contingent upon completion of the Form I-9 as required by law to certify work eligibility. The I-9 form is required to be completed and signed on or before the first day of employment. The first day of employment is the first day of the semester. Failure to do so will result in termination of employment.
11. The method of payment at the University of Memphis is through direct deposit to a checking or savings account at a bank or credit union. I agree to provide the necessary account number(s) for deposit of my salary/wages.
12. It is a Class A misdemeanor to misrepresent academic credentials (TCA 49-7-133).
13. Employment offers and continued employment are contingent upon receiving a satisfactory background report.
14. I agree to comply with and abide by all applicable laws, including but not limited to, Privacy of Education Records - Family Education Rights and Privacy Act of 1974 (FERPA).
15. The following special conditions shall govern the appointment:
 - ✓ **The College agrees to pay me a moving allowance of \$7,500 subject to applicable taxes.**
 - ✓ **A one-time allowance of \$10,000 will be provided for office upgrades, furnishings, and computer hardware.**
 - ✓ **Funds will be made available from the earnings of the FedEx Chair of Excellence endowment to provide an annual operating expense budget of \$45,500 to be used for my professional travel, other expenses related to my appointment and expenses in connection with my management of the PhD program. These funds may include annual allowance for office furnishings and supplies (\$2,500), the services of a half-time secretary (approximately \$12,000), a doctoral graduate assistant for each academic year (stipend of approximately \$16,000), and professional travel and expenses (\$15,000).**



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- ✓ My teaching load will be one three (3) hour course per semester or two courses for the academic year. These courses may be at the undergraduate or graduate level as needed by the department and will be arranged through the BIT department chair. To the extent possible given the instructional needs of the department, I will be given consideration to fulfill my teaching responsibilities in either the fall or spring semester to facilitate my research program and other professional activities. All faculty teaching loads as stated in this letter are subject to change based on my productivity in research and scholarship, as well as the University's financial resources.
- ✓ My responsibilities in the position are:
 - (1) Offering high-quality in-class instruction and mentoring
 - (2) Providing continuing academic and research leadership in the BIT department
 - (3) Maintaining a high level of research productivity with a focus on top-quality publications in MIS journals
 - (4) Serving as coordinator for the BIT PhD program for the first term of my appointment as FedEx Chair of Excellence
 - (5) Serving as a research mentor to doctoral students, junior and other faculty members in the department and working collaboratively with faculty colleagues
 - (6) Developing relationships with the external business and professional community to produce productive partnerships and encourage financial contributions
 - (7) Making every effort to seek and obtain external funding for research
 - (8) Seeking opportunities for external support of faculty research
 - (9) Promoting opportunities for BIT program graduates
- ✓ My class schedule can include morning, afternoon, and evening classes. I may be expected to teach online and at off-campus sites, depending on Department needs.
- ✓ Failure to earn tenure will result in a terminal year contract.
- ✓ I will have an official transcript of my highest degree awarded submitted to the University of Memphis by the close of my first semester of employment.

I accept the appointment described above under the terms and conditions set forth by signing this contract and returning the original to the Office of Faculty Administrative Services, Administration Building 374 within fifteen days after received.

07/02/2019

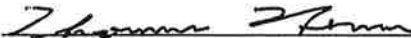
Date



Huigang Liang, Appointee

7/25/19

Date



Provost

7/30/19

Date



President



The University of Memphis is an Equal Opportunity/Affirmative Action University. It is committed to education of a non-racially identifiable student body.



Fogelman College of Business &
Economics

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Memphis, TN 38152-3120

Office: 901.678.2432
Fax: 901.678.3759
Web: www.memphis.edu/fcbe

May 31, 2019

Dr. Huigang Llang
1503 Hammersmith Dr.
Winterville, NC 28590

Dear Dr. Liang:

On behalf of the Fogelman College of Business & Economics, we are pleased to offer you a tenure-track position in the Department of Business Information and Technology (formerly Management Information Systems, or MIS). Upon receipt of your signed Intent to accept the position and the completed documents referenced below, we will recommend that the President of the University of Memphis extend a formal contract of employment. The terms of the proposed agreement are:

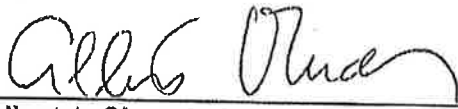
1. Appointment as Professor and Holder of the FedEx Chair of Excellence in MIS in the Department of Business Information and Technology (formerly Management Information Systems) at the annual salary of \$ 260,000. This is a nine (9)-month contract. Your appointment is expected to begin August 19, 2019. The University pays the salary in 12 monthly installments with the first installment paid at the end of September 2019.
2. You will be eligible for expedited tenure consideration. Upon acceptance of this offer, your dossier for tenure will be submitted to the Board of Trustees for review and approval at the September 4, 2019 meeting.
3. The FedEx Chair of Excellence in MIS is an appointed position. Continuance in the Chair position is dependent upon favorable annual performance reviews, a positive seven (7)-year review, and the reaffirming decision of the Provost.
4. Your teaching load will be one three (3)-hour course per semester or two courses for the academic year. These courses may be at the undergraduate or graduate level as needed by the Department and will be arranged through the BIT Department Chair. To the extent possible given the instructional needs of the Department, you will be given consideration to fulfill your teaching responsibilities in either the fall or spring semester to facilitate your research program and other professional activities. All faculty teaching loads are subject to change based upon productivity in research and scholarship and budgetary conditions within the University.
5. Your responsibilities in the position will include:
 - a. offering high-quality in-class instruction and mentoring,

- b. providing continuing academic and research leadership in the Department of Business Information and Technology,
 - c. maintaining a high level of research productivity with a focus on top-quality publications in MIS journals,
 - d. serving as coordinator for the BIT PhD program for the first term of your appointment as FedEx Chair of Excellence,
 - e. serving as a research mentor to doctoral students, junior and other faculty members in the Department and working collaboratively with faculty colleagues,
 - f. developing relationships with the external business and professional community to produce productive partnerships and encourage financial contributions,
 - g. making every effort to seek and obtain external funding for research,
 - h. seeking opportunities for external support of faculty research, and
 - i. promoting opportunities for BIT program graduates.
6. Funds will be made available from the earnings of the FedEx Chair of Excellence endowment to provide an annual operating expense budget of \$45,500 to be used for your professional travel, other expenses related to your appointment, and expenses in connection with your management of the PhD program. These funds may include annual allowance for office furnishings and supplies (\$2,500), the services of a half-time secretary (approximately \$12,000), a doctoral graduate assistant for each academic year (stipend of approximately \$16,000), and professional travel and expenses (\$15,000).
 7. A one-time allowance of \$10,000 will be provided for office upgrades, furnishings, and computer hardware.
 8. The College will provide a moving expense allowance of \$7,500. The allowance will be paid on your first payroll disbursement in September 2019. Please sign the enclosed moving expense allowance form and return it with the offer letter.
 9. The University offers a comprehensive benefits program. To learn more about the benefits available to faculty, please visit the Human Resources website at <https://www.memphis.edu/benefits/info/new.php>
 10. Individuals beginning employment with the University of Memphis must furnish proof of employment eligibility. The offer is contingent upon demonstration of your authorization to work in the United States for the University of Memphis during the entire terms of your employment. Ongoing employment will require your continuing ability to demonstrate that you remain authorized to work in the U.S. for the University.
 11. Also, employment offers and continued employment are contingent upon a satisfactory background report. Shortly after you return this offer letter you will receive an email from "Application Station" asking you to fill out a form. Please watch for the email as it triggers the final step in the hiring process.
 12. To process your appointment, we will need to have an official transcript and at least two letters of recommendation. Please have the institution at which you earned your doctorate submit an official transcript directly to me at 426 Fogelman College Administration Building, The University of Memphis, Memphis, TN 38152-3120.

13. The foregoing contract terms are contingent upon approval of the Provost, the President of the University, and the Board of Trustees, if necessary. Please return your acceptance as soon as possible so that processing of your appointment can proceed.

We believe you can play an important role in helping the Department of Business Information and Technology and the Fogelman College achieve their goals, and we are excited about you joining our faculty. If you have any questions, please contact me at aokunade@memphis.edu or (901) 678-4563.

Sincerely,



Albert A. Okunade, Ph.D.
Interim Associate Dean, Administration and Faculty
Professor of Economics
Fogelman College of Business and Economics
University of Memphis
Email: mstaffrd@memphis.edu
Phone: (901) 678-4563

Date: 05/31/2019

Accepted:



Huigang Liang

Date: 06/17/2019

Huigang Liang

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RESEARCH INTERESTS

1. Social behavioral aspects of IT issues
2. IT impact on individuals, groups, and organizations
3. Healthcare informatics
4. Data analytics

EDUCATION

1. Auburn University, Healthcare Information Systems, PhD, 2003.
Dissertation: Decreasing Medication Dropout: A Study to Develop and Evaluate Intervention Software Using the Transtheoretical Model of Change and Motivational Interviewing.
2. Auburn University, Software Engineering, MS, 2002.
3. China Pharmaceutical University, Pharmacy Administration, MS, 1998.
4. China Pharmaceutical University, Pharmaceutical Sciences, BS, 1995.

EXPERIENCE

1. 2017 – present, co-director, Big Data & Analytics, University Research Cluster, ECU
2. 2014 – present, Professor, College of Business, ECU
3. 2012 – present, Robert Dillard Teer Jr. Distinguished Professor in Business (endowed chair), College of Business, ECU
4. 2014 – 2016, Distinguished visiting professor, Xi'an Jiaotong University
5. 2011 – 2014, Associate professor, ECU
6. 2008 – 2011, Assistant professor, East Carolina University
7. 2010 – present, Affiliated faculty at East Carolina Diabetes and Obesity Institute.
8. 2008 – present, Director, Center for Healthcare Management Systems, ECU
9. 2010 – present, Senior Research Fellow, International Research Center of Medical Administration, Peking University, China
10. 2010 – 2013, PhD advising faculty, Peking University, China
11. 2010 June – July, Visiting research fellow, National University of Singapore, Singapore
12. 2010 May, Visiting professor, Oulu University, Finland
13. 2007 – 2008, Assistant professor, Temple University
14. 2003 – 2007, Assistant professor, Florida Atlantic University
15. 1998 – 2003, Graduate Teaching/Research Assistant, Auburn University
16. 1997 – 1998, Graduate Teaching Assistant, Beijing University

EDITORIAL SERVICE

1. Associate Editor, Information Systems Research (Starting 2019, Jan)
2. Senior Editor, Journal of the Association for Information Systems (2018 – present)
3. Associate Editor, MIS Quarterly (2014, Jan – 2017, Dec)
4. Associate Editor, Information & Management (2012 – present)
5. Journal of the Association for Information Systems (2011 – 2018)
6. International Journal of Healthcare Information Systems and Informatics (2006 – 2018)
7. Journal of Chinese Pharmaceutical Sciences (2011 – present)
8. Associate Editor, European Journal of Information Systems, Special issue: "Security and Privacy in 21st Century Organizations", 2016
9. Associate Editor, Decision Support Systems, Special issue: "A Comprehensive Perspective on Information Systems Security: Technical Advances and Behavioral Issues", 2016

AWARDS & HONORS

1. 2017, University Scholar, ECU.
2. 2015-17, Faculty Summer Research Award. College of Business, ECU.
3. 2015, Five-Year Achievement Award for Excellence in Research and Creativity. ECU.
4. 2015, Emerald Highly Commended Paper Award
<http://emeraldgroupublishing.com/authors/literati/awards.htm?year=2015&journal=md>
5. East Carolina's Servire Society Inductee, 2015, 2016, 2017.
6. 2009 – 2011, College of Business Research Fellow, ECU
7. Emerald Management Review Citations of Excellence Award, 2011 and 2014
<http://www.emeraldinsight.com/products/reviews/awards.htm?id=2011>
8. Ranked as the #6 (2007-2017) worldwide based on the number of first author publications on MISQ, ISR, JMIS, and JAIS: <https://www.aisresearchrankings.org/rankings/>
9. Has been cited more than 7,000 times on Google Scholar: <http://scholar.google.com/citations?user=hxUrylgAAAAJ&hl=en>
10. Best Published Paper Award in Economic, Social and Administrative Sciences, American Pharmacists Association, 2007.
11. OCIS Division Best Paper Award (First Runner-up), AOM Meeting 2005, Honolulu, HI.
12. University Researcher of the Year (Assistant Professor level), FAU, 2005
13. College of Business Researcher of the Year (Assistant Professor level), FAU, 2005
14. Tillery Scholarship, Auburn University, 2001-2003
15. H.S. Haire Scholarship, Auburn University, 1999-2000
16. Presidential Graduate Fellowship, Auburn University, 1998-2001

TOP JOURNAL PUBLICATIONS (MISQ, ISR, JMIS, JAIS)

1. **Liang, H.**, Xue, Y., Pinsonneault, A. and Wu, Y. (2019). Understanding the effects of emotion-focused coping on problem-focused coping in the IT security context. *MIS Quarterly*. In press.
2. Feng, G, Zhu, J, Wang, N, and **Liang H***. (2019). How paternalistic leadership influences IT security policy compliance: The mediating role of social bond. *Journal of the Association for Information Systems*.
3. **Liang, H**, Wang, N, Xue, Y. and Ge, S. (2017). Unraveling the Alignment Paradox: Does Business-IT Alignment Enhance or Reduce Organizational Agility? *Information Systems Research*. 28(4), 863-879.

4. **Liang, H.**, Xue, Y., and Zhang, Z. (2017). Understanding online health information use: the case of physically disabled people. *Journal of the Association for Information Systems*. 18(6) 433-460.
5. **Liang, H.**, Peng, Z., Xue, Y., Guo, X., Wang, N. (2015). Understanding employees' exploration of complex systems: An integrative view. *Journal of Management Information Systems*. 32(1), 322-357.
6. **Liang, H.**, Xue, Y., and Wu, L. (2013). Ensuring employees' IT compliance: carrot or stick? *Information Systems Research*. 24(2), 279-294.
7. Wang, N, **Liang, H.**, Zhong, W., Xue, Y., and Xiao, J. (2012). Resource structuring or capability building? An empirical study of strategic value of information technology. *Journal of Management Information Systems*. 29(2), 325-367.
8. Xue, Y., **Liang, H.**, and Wu, L. (2011). Punishment, justice, and compliance with mandatory IT usage. *Information Systems Research*. 22(2), 400-414. (ISI impact factor: 3.358).
9. **Liang, H.**, Xue, Y., Ke, W., and Wei, K. (2010). Understanding the influence of team climate on IT use. *Journal of the Association for Information Systems*. 11(8), 414-432. (ISI impact factor: 2.217).
10. **Liang, H.** and Xue, Y. (2010). Understanding security behaviors in personal computer usage: a threat avoidance perspective. *Journal of the Association for Information Systems*. 11(7), 394-413. (ISI impact factor: 2.217).
11. **Liang, H.** and Xue, Y. (2009). Avoidance of IT threats: A theoretical perspective. *MIS Quarterly*. 33(1), 71-90. (ISI impact factor: 5.041).
12. Xue, Y., **Liang, H.**, and Boulton, WR. (2008). IT Governance in Information Systems Investment Decision Making Processes: the Impact of Investment Characteristics, External Environment, and Internal Context. *MIS Quarterly*. 32(1), 67-96. (ISI impact factor: 5.041).
13. **Liang, H.**, Saraf, N., Hu, Q. and Xue, Y. (2007). Assimilation of enterprise systems: the effect of institutional pressures and the mediating role of top management. *MIS Quarterly*, 31(1), 59-87. (ISI impact factor: 5.041).

Selected by Essential Science Indicators as Highly Cited Papers.

Emerald Management Review Citations of Excellence winner in 2011 and 2014.

14. Pavlou, P., **Liang, H.**, and Xue, Y. (2007). Understanding and Mitigating Uncertainty in Online Exchange Relationships: A Principal-Agent Perspective. *MIS Quarterly*, 31(1), 105-136. (ISI impact factor: 5.041).

Selected by Essential Science Indicators as Highly Cited Papers.

REFEREED JOURNAL PUBLICATIONS

15. Wang, N, **Liang, H.** Ge, S, Xue, Y and Ma, J. (2019). Enablers and Inhibitors of Cloud Computing Assimilation: An Empirical Study. *Internet Research*. Forthcoming.
16. Wang, Z., Wang, N., and **Liang, H.** (2019). Intellectual capital and firm performance: the mediating role of innovation speed and quality. *International Journal of Human Resource Management*. In press.
17. Chen, D. and **Liang, H.*** (2019). Predicting volitional computer users' information technology threat avoidance behavior: the case of wishful thinking. *IEEE Transactions on Engineering Management*. In press.

18. Xue, Y., Yang, J, Zhang, J, Luo, M, Zhang, Z and **Liang, H.*** (2019). Motivating Physicians to Report Adverse Medical Events in China: Stick or Carrot? *Journal of Patient Safety*. In press.
19. Wang, N, Xue, Y, **Liang, H**, Wang, Z, and Ge, S. (2019). The Dual Roles of the Government in Cloud Computing Assimilation: An Empirical Study in China. *IT & People*. 32(1), 147-170.
20. Xue, Y, **Liang, H.*** Norbury, J, Gillis, R, and Killingworth, B. (2018). Predicting the risk of acute care readmissions among rehabilitation inpatients: A machine learning approach. *Journal of Biomedical Informatics*. 86, 143-148.
21. Mengyun Luo, Xue, Y., Shunxing Zhang, Yuanyuan Dong, Dandan Mo, Wei Dong, Kun Qian, Yue Fang, Zhiruo Zhang, **Liang, H.*** (2018). What Influence the Elders' Intention to Enroll in Nursing Homes? An Observational Study in Shanghai. *BMJ Open*, 8(9), e021741.
22. **Liang, H**, Wang, N, Xue, Y. Ge, S., and Ransbotham, S. (2018). Can IT Be Aligned Too Well with Business Strategy? *MIT Sloan Management Review*. 59(3), 1-5.
23. Xue, Y., Dong, Y., Luo, M., Mo, D., Dong, W., Zhang, Z., **Liang, H.*** (2018). Investigating the impact of mobile SNS addition on individual's self-rated health. *Internet Research*. 28(2), 278-292.
24. Wang, N, Li, Q., **Liang, H.*** Ye, T, and Ge, S. (2018). Understanding the Importance of Interaction between Creators and Backers in Crowdfunding Success. *Electronic Commerce Research and Applications*. 27(1) 106-117.
25. Asagbra, OE, Burke, D., **Liang, H.*** (2018). Why hospitals adopt patient engagement functionalities at different speeds? A moderated trend analysis. *International Journal of Medical Informatics*. 111(1), 123-130.
26. **Liang, H.**, Wang, M., Wang, J. and Xue, Y. (2018). Examining the Joint Effect of Intrinsic Motivation and Extrinsic Incentives on Task Effort in Crowdsourcing Contests: A Mediated Moderation Model. *Computers in Human Behavior*. 81(1), 168-176.
27. Lowe, J, **Liang, H.**, Henson, J, and Riggs, C. (2016). Preventing substance use among Native American early adolescents. *Journal of Community Psychology*. 44(8), 997-1010.
28. Li, S, Wang, N, He, Z, Yang, Z and **Liang, H.** (2016). Multi-objective optimization for multi-period reverse logistics network design. *IEEE Transactions on Engineering Management*. 63(2), 223-236.
29. Paul, R, Drake, J and **Liang, H.** (2016). Global virtue team performance: the effect of coordination effectiveness, trust, and team cohesion. *IEEE Transactions on Professional Communication*. 59(3), 186-202.
30. Wang, N, **Liang, H.*** Jia, Y., Ge, S, Xue, Y. and Wang, Z. (2016). Cloud computing research in the IS discipline: A citation/co-citation analysis. *Decision Support Systems*. 86, 35-47.
31. Wang, N, Lu, J, Feng, G, Ma, Y. and **Liang, H.** (2016). The Bullwhip Effect on Inventory under Different Information Sharing Settings Based on Price-sensitive Demand. *International Journal of Production Research*. 54(13), 4043-64.
32. **Liang, H.**, Wang, JJ, Xue, Y., and Cui, XC. (2016). IT outsourcing research from 1992 to 2011: A literature review based on main path analysis. *Information & Management*. 53(2), 227-251.
33. Xue, Y., **Liang, H.*** Mubarika, V, Hauser, R, Schwager, P and Getahun, MK. (2015). Investigating the resistance of telemedicine in Ethiopia. *International Journal of Medical Informatics*. 84(8), 537-547.

34. Wu Yong, Feng Gengzhong, Wang Nengmin, and **Liang, H.** (2015). Game of information security investment: impact of attack types and network vulnerability. *Expert System with Application*. 42(15), 6132-6146.
35. Ma, Y, Wang, N, He, Z, Lu, J, and **Liang, H.** (2015). Analysis of the Bullwhip Effect in Two Parallel Supply Chains with Interacting Price-Sensitive Demands. *European Journal of Operational Research*. 243(3), 815-825.
36. Wang, Z, Wang, N, **Liang, H.** (2014). Knowledge sharing, intellectual capital and firm performance. *Management Decision*, 52(2), 230-258. (SSCI, IF: 3.787)
Winner of the Emerald Highly Commended Paper award in 2015.
37. Pu, R., Geng, X., Yu, F., **Liang, H.**, & Shi, L. (2013). Liuwei Dihuang Pills (□□□□□) Enhance the Effect of Western Medicine in Treating Type 2 Diabetes: A Meta-Analysis of Randomized Controlled Trials. *Chinese Journal of Integrative Medicine*, 19(10), 783-791. (SCI, IF: 1.059)
38. Saraf, N, **Liang, H.** Xue, Y, and Hu, Q. (2013). How does organizational absorptive capacity matter in the assimilation of enterprise information systems? *Information Systems Journal*. 23(3), 219-244.
39. Han, S, **Liang, H.** Xue, Y, and Shi, L. (2013). Can Price Controls Reduce Pharmaceutical Expenses? A Case Study of Antibacterial Expenditures in Twelve Chinese Hospitals from 1996 to 2005. *International Journal of Health Services*. 43(1), 91-103.
40. Xue, Y, **Liang, H.** Wu, X, Gong, H, Li, B, & Zhang, Y. (2012). Effects of EMR in a Chinese hospital: A time series analysis. *International Journal of Medical Informatics*. 81(10), 683-689.
41. Lowe, J., **Liang, H.**, Riggs, C., & Henson, J. (2012). Testing a Cultural-Based Substance Abuse Intervention among Native American Adolescents. *The American Journal of Drug and Alcohol Abuse*. 38(5), 450-455. (ISI impact factor: 1.372).
42. Xue, Y., **Liang, H.**, Hauser, R. and Ohara, M. (2012). Team Climate, Procedural Justice, and Intrinsic Motivation: A Study of Knowledge Sharing within Teams in Distance Education. *International Journal of Knowledge Management*. 8(3), 48-62.
43. **Liang, H.** Xue, Y and Chase, S. (2011). Online health information seeking by people with physical disabilities. *International Journal of Medical Informatics*. 80(11), 745-753.
44. Xiaodong Guan, **Liang, H.**, Xue, Y., and Luwen Shi. (2011). An analysis of China's national essential medicine policy. *Journal of Public Health Policy*. 32(3), 305-319. (ISI IF: 2.113)
45. Jinxi Ding, Xue, Y., and **Liang, H.**, Rong Shao, and Yongfa Chen. (2011). From imitation to innovation: China's drug R&D and relevant national policies. *Journal of Technology Management and Innovation*. 6(2), 1-13.
46. Nianxin Wang, Xue, Y., and **Liang, H.**, and Shilun Ge. (2011). The road to business-IT alignment: a case study of two companies. *Communications for the AIS*. 28(1), 26.
47. Xue, Y., John Bradley, and **Liang, H.** (2011). Team climate, empowering leadership, and knowledge sharing. *Journal of Knowledge Management*. 15(2), 299-312. (ISI IF: 1.248)
48. **Liang, H.**, Jinxi Ding, and Xue, Y. (2011). China's drug innovation and policy environment. *Drug Discovery Today*. 16(1-2), 1-3. (ISI impact factor: 6.828).
49. Xue, Y. and **Liang, H.** (2007). Analysis of telemedicine diffusion: the case of China. *IEEE Transactions on Information Technology in Biomedicine*, 11(2), 231-233. (ISI impact factor: 1.939).

50. Xue, Y. and **Liang, H.** (2007). Understanding PACS development in context: the case of China. *IEEE Transactions on Information Technology in Biomedicine*, 11(1), 14-16. (ISI impact factor: 1.939).
51. **Liang, H.**, Xue, Y., and Berger, BA. (2006). Web-based intervention support system for health promotion. *Decision Support Systems*, 42(1), 435-449. (ISI impact factor: 2.622).
52. **Liang, H.**, Xue, Y., and Wu, X. (2006). What Affects Physicians' Acceptance of CPOE? An Empirical Investigation. *International Journal of Healthcare Information Systems and Informatics*. 1(2), 39-50.
53. Berger, BA, **Liang, H.**, and Hudmon, KS. (2005). Evaluation of a Software-Based Telephone Counseling Intervention to Enhance Medication Persistency among Patients with Multiple Sclerosis. *Journal of the American Pharmacists Association*, 45(4), 466-472. (ISI impact factor: 1.476).

Winner of the American Pharmacists Association Wiederholt Prize for the Best Published Paper in Economic, Social and Administrative Sciences.
54. Xue, Y., **Liang, H.**, Boulton, WR and Charles A. Snyder. (2005). ERP implementation failures in China: case studies with implications for ERP vendors. *International Journal of Production Economics*, 97(3), 279-295. (ISI impact factor: 2.068).
55. **Liang, H.**, Xue, Y., Laoethakul, K, and Scott, L. (2005). Information Systems and Health Care: Trust, Uncertainty, and Online Prescription Filling. *Communications of the AIS*, 15, 41-60.
56. **Liang, H.** and Xue, Y. (2004). Coping with ERP-related contextual issues in SMEs: a vendor's perspective. *Journal of Strategic Information Systems*, 13(4), 399-415. (ISI impact factor: 2.9).
57. Xue, Y. and **Liang, H.** (2004). IS-Driven Process Reengineering: China's Public Health Emergency Response to the SARS Crisis. *Journal of Information Technology Theory and Application*, 6(3), 41-58.
58. **Liang, H.**, Xue, Y., Terry A. Byrd, and Kelly Rainer, Jr. (2004). EDI Usage in China's Healthcare Organizations: The Case of Beijing's Hospitals. *International Journal of Information Management*, 24(6), 507-522. (ISI impact factor: 1.554).
59. **Liang, H.** and Xue, Y. (2004). Investigating public health emergency response information system initiatives in China. *International Journal of Medical Informatics*, 73(9-10), 675-685. (ISI impact factor: 3.126).
60. Berger, BA, Hudmon, KS and **Liang, H.** (2004). Predicting discontinuation of treatment among patients with multiple sclerosis: an application of the Transtheoretical Model of Change. *Journal of the American Pharmacists Association*, 44(4), 445-454. (ISI impact factor: 1.476).
61. **Liang, H.**, Xue, Y., Boulton, WR and Byrd, TA. (2004). Why western vendors don't dominate China's ERP market? *Communications of the ACM*, 47(7), 69-72. (ISI impact factor: 2.346).
62. **Liang, H.**, Xue, Y., and Byrd, TA. (2003). PDA Usage in Healthcare Professionals: Testing an Extended Technology Acceptance Model. *International Journal of Mobile Communications*, 1(4), 372-389.
63. Joseph Tan, Chuan Xiao, **Liang, H.**, and Kumar Narasimha. (2003). Electronic Prescription Systems (EPS): Is This One More Critical Technology Piece in the E-Health Puzzle? *Communications of the ICISA*. 5(1), 48-60.
64. Felkey, BG, **Liang, H.**, and Krueger, KP. (2003). Data Mining for the Health System Pharmacist. *Hospital Pharmacy*, 38(9), 845-850.

INVITED JOURNAL PAPERS

65. Yusheng He and **Liang, H.** (2006). The role of government in China's healthcare IT development. *Harvard China Review*, 7(1), 58-64.
66. **Liang, H.** and Felkey, BG. (2002). Implementing PDA initiatives in health system pharmacies. *Hospital Pharmacy*, 37(12), 1348-1350.

BOOK CHAPTERS

1. Srinivasan, J. Teitelbaum, J. Wu, M. Cardei, and **H. Liang**, (2008). Reputation and Trust-based Systems for Ad Hoc and Sensor Networks," in *Algorithms and Protocols for Wireless Ad Hoc and Sensor Networks*, A. Boukerche (ed.), Wiley & Sons.
2. **Liang, H.**, Xue, Y., and Xiaocheng Wu. (2008). Understanding physicians' acceptance of computerized physician order entry. in *Healthcare information systems and informatics: research and practices*. J. Tan (ed.), IGI Global Publication.

REFEREED CONFERENCE PAPERS

1. **Liang, H.**, Xue, Y., and Zhang, Z. (2017). Old enough to be immune? An exploratory study of WeChat addition's effect on health. SIG-Health Pre-ICIS Workshop
2. **Liang, H.**, Yin, J. and Xue, Y. (2017). A social network analysis of system usage. CSWIM 2017.
3. **Liang, H.** and Xue, Y. (2016). Face loss and resistance to clinical decision support systems. Pre-ICIS HCI Workshop 2016.
4. Xue, Y and **Liang, H.** (2016). Face saving and physician resistance to IT use. CSWIM 2016. Dalian, China.
5. Wang, N, **Liang, H.**, Ge, S., and Xue Y. (2015) How to crowdsource more: A signaling perspective. Pre-ICIS DIGIT Workshop 2015, Dallas, USA.
6. Peng, Z, **Liang, H.**, and Guo, X. (2015). Task-Technology Fit and Employees' Exploration of Enterprise Systems: Moderating Role of Local Management Commitment. Pacific Asia Conference on Information Systems. Singapore.
7. Xue, Y., **Liang, H.**, Victor Mbarika, Richard Hauser and Paul Schwager. (2014). Understanding healthcare professionals' resistance of telemedicine: an empirical study in Ethiopia. Pacific Asia Conference on Information Systems. Chengdu, China.
8. **Liang, H.** and Xue, Y. (2013). Online Health Information Use by Disabled People: the Moderating Role of Disability. ICIS, Milan, Italy.
9. Zhining Wang, Nianxin Wang, **Liang, H.**, and Xue, Y. (2013). Intellectual Capital, Innovation Capability, Environmental Dynamism and Firm Performance: An Empirical Study. China Summer Workshop on Information Management. Tianjin, China.
10. **Liang, H.** and Xue, Y. (2012). An Exploratory Study of Online Health Information Use by People with Disabilities. Pre-ICIS DIGIT Workshop, Orlando, FL. December, 2012.
11. **Liang, H.** and Xue, Y. (2009). Understanding home Internet users' avoidance of IT threats. China Summer Workshop on Information Management 2009. Guangzhou, China.

12. **Liang, H.**, Xue, Y., and Liansheng Wu. (2007). Speed and accuracy in auditing tasks: A regulatory focus perspective. *Best Paper Proceedings of the Academy of Management Conference*.
13. Daniel Chen, and **Liang, H.** (2006). Shaping Consumer Perception to Motivate Online Shopping: A Prospect Theory Perspective. *Proceedings of the Fifth Annual Workshop on HCI Research in MIS*, Milwaukee, Wisconsin, December 9, 2006.
14. Weiling Ke, Xue, Y., **Liang, H.**, and K K Wei. (2006). Understanding team influence on professionals' acceptance of large-scale information systems. *PACIS 2006*.
15. Nilesh Saraf, **Liang, H.**, Xue, Y., and Qing Hu. (2006). The Moderating Role of Absorptive Capacity in the Assimilation of Enterprise Information Systems. *AMCIS 2006*.
16. Xue, Y., **Liang, H.**, and Liansheng Wu. (2006). Organizational control and IT-based compliance systems: a regulatory focus theory perspective. *Academy of Management Annual Conference*.
17. **Liang, H.** and Xue, Y. (2006). Avoidance of IT threats. *Academy of Management Annual Conference*.
18. Jim Ryan, Xue, Y., and **Liang, H.** (2005). Organization structural and cultural influences in hospital information systems integration. *Annual Meeting of Americas Conference on Information Systems (AMCIS)*. 2574-2582.
19. Xue, Y., **Liang, H.**, William R. Boulton. (2005). Exploring Interaction among Factors Influencing Information Systems Investment Decision Making. *Academy of Management Conference*.
20. Paul Pavlou, **Liang, H.**, and Xue, Y. (2005). Understanding and mitigating uncertainty in online environments: a longitudinal analysis of the role of trust and social presence. *Best Paper Proceedings of the Academy of Management Conference*. **OCIS Division Best Paper Award (First Runner-up)**.
21. **Liang, H.**, Nilesh Saraf, Qing Hu, and Xue, Y. (December, 2004). Complex Systems Assimilation: The Case of Chinese Companies. *Pre-ICIS International Symposium 2004: IS in Asia Pacific (ISAP)*. 144-156.
22. **Liang, H.**, Xue, Y., Laoethakul, K, and Mehta, N. (August, 2004). Trust in Online Prescription Filling. *Annual Meeting of Americas Conference on Information Systems (AMCIS)*. 253-261.
23. **Liang, H.**, Nilesh Saraf, Qing Hu, and Xue, Y. (August, 2004). Assimilation of Information Technology in Enterprise Business Processes. *Annual Meeting of Americas Conference on Information Systems (AMCIS)*. 3942-3947.
24. Xue, Y., **Liang, H.**, Yusheng He, and William R. Boulton. (August, 2004). Process reengineering: China's Public Health Emergency Information System. *Annual Meeting of Americas Conference on Information Systems (AMCIS)*. 2130-2140.
25. Xue, Y., **Liang, H.**, Changxiao Jin, and Yongjun Liu. (August, 2004). Investigating Factors Influencing Telemedicine Outcomes in China. *Annual Meeting of Americas Conference on Information Systems (AMCIS)*. 516-520.
26. **Liang, H.**, Xue, Y., and Paul Hart. (November, 2004). Development and validation of decisional balance for online shopping. *35th Annual Meeting of Decision Sciences Institute*.
27. **Liang, H.**, Xue, Y., and Bruce A. Berger. (2004). Development of Decision Support Software for Medication Persistency. *Medinfo*. 1720.

28. Xue, Y., **Liang, H.**, Kittipong Laoethakul, and Summer Bartczak. (2003). An Investigation of Business Planning and Information Systems Planning Integration within Chinese Companies. *AMCIS 2003*. 1215-1220.
29. **Liang, H.**, Xue, Y., Terry A. Byrd, Bin Jiang, and Luwen Shi. (January, 2003). Investigate the extent of EDI usage in China's Healthcare Organizations: the Case of Beijing's Hospitals. *Hawaii International Conference on System Sciences 2003*, Accepted but withdrawn.
30. **Liang, H.**, Xue, Y., and Kem P. Krueger. (2003). Development of an online pharmacoeconomics abstract review application. *SAIS 2003*, 167-173.
31. Xue, Y., Chetar S. Sankar, **Liang, H.**, Randy Bradley, and Victor W. Mbarika. (2003). Virtual team, multimedia case study, and team performance. *Proceedings of the International DSI 2003*.

WORKSHOP PAPERS

1. Xue, Y., **Liang, H.**, and Carole M. Cotter. (2006). Using IT governance to ensure hospital system integration. *MISQE Workshop at AMCIS 2006*.
2. **Liang, H.**, and Xue, Y. (2005). Development and preliminary validation of a technology threat avoidance model. *JAIS Theory Development Workshop 2005*.

POSTERS & PODIUM PRESENTATIONS

1. Fang, M. Xue, Y. and **Liang H.** (2014). Effects and sustainability of health information exchange. Annual Health Informatics Career and Internship Fair/Symposium, 2014, Greenville, NC.
Best Student-Led Research Poser Award.
2. Berger, B, Karen S. Hudmon, and **Liang, H.** (March 2004). Predicting discontinuation of treatment among patients with multiple sclerosis: an application of the Transtheoretical Model of Change. *2004 APHA Annual Meeting*, Seattle.
3. **Liang, H.**, Xue, Y. (June 2002). Predict healthcare professionals' usage of personal digital assistants. *ASHP Summer Meeting*, Baltimore.
4. **Liang, H.**, Bruce A. Berger. (June 2002). Development and evaluation of software to prevent patients from discontinuing their drug therapy. *PharmAd Southern Conference*, Monroe.
5. **Liang, H.**, Kem P. Krueger, et. al. (July 2002). Development of a web-based pharmacoeconomics abstract review application. *AACP Annual Meeting*, Kansas City.
6. Kem P. Krueger, **Liang, H.**, et. al. (July 2002). Using a web-based assignment to reinforce pharmacoeconomic concepts. *AACP Annual Meeting*, Kansas City.

GRANTS

Date: 2016 May – Aug.
 Title: Unraveling the Alignment Paradox: Does Business-IT Alignment Enhance or Reduce Organizational Agility?
 Agency: College of Business, ECU
 Role: PI
 Amount: \$13,500

Date: 2015 May – Aug.
 Title: Review of cloud computing research: A citation-cocitation analysis
 Agency: College of Business, ECU
 Role: PI
 Amount: \$13,500

Date: 2015 – 2018
 Title: Investigating users' emotion-focused coping under information technology threats (71471080)
 Agency: National Natural Science Foundation of China
 Role: PI
 Amount: \$101,000

Date: 2012 – 2015
 Title: Academic review of CCHIE implementation outcomes
 Agency: Coastal Connect/Duke Endowment
 Role: PI
 Amount: \$180,180

Date: 2014 – 2018
 Title: 1R01DA035143-01A1. Intertribal talking circle for the prevention of substance abuse in native youth. (PI: Lowe, J).
 Agency: NIH/NIDA
 Role: Consultant
 Amount: \$2,900,000

Date: 2014 – 2018
 Title: 71331003. Reengineering of management information systems based on cloud computing (PI: Ge, Shilun).
 Agency: National Natural Science Foundation of China
 Role: Co-investigator
 Amount: \$360,000

Date: 2010 – 2012
 Title: H2ARH20175. Telehealth Network Grant Program (PI: Britton, B)
 Agency: Health Resources and Services Administration (HRSA)
 Role: Co-investigator
 Amount: \$255,000

Date: 2007 – 2009
 Title: 1R01DA021714-01A2. Community partnership to affect Cherokee adolescent substance abuse (PI: John Lowe)
 Agency: NIH/NIDA
 Role: Co-investigator
 Amount: \$1,300,000

Date: 2008 – 2010

Title: 1K01NR010685-01A1. Safe Choices to Prevent HIV/AIDS among Afro-Caribbean American Youth. (PI: Cynthia Archibald)

Agency: NIH/NINR

Role: Co-mentor

Amount: \$275,703

Date: 2011 – 2013

Title: 1R34DA029724-01A1. Testing a substance abuse prevention for Cherokee early adolescents. (PI: Lowe, J)

Agency: NIH/NIDA

Role: Consultant

Amount: \$616,892

Date: 2007 – 2008

Title: Promoting healthcare brands in Second Life

Agency: GSK

Role: PI

Amount: \$9,000

Date: 2006 – 2007

Title: Online Health Info. Use among Neurologically Disabled People

Agency: Stand Among Friends

Role: PI

Amount: \$16,420

Date: 2005

Title: Dean's summer research grant

Agency: College of Business, Florida Atlantic University

Role: PI

Amount: \$7,500

Date: 2001 – 2003

Title: Web-based health intervention support for MS patients (PI: Bruce Berger)

Agency: Biogen

Role: Principal Software Developer

Amount: \$234,911

INVITED PRESENTATIONS

1. Emotion-focused and problem-focused coping of IT security threats. Jiangsu University. Jun. 2017.
2. Emotion-focused and problem-focused coping of IT security threats. University of Utah. Oct. 2016.
3. Keynote Speech. Promoting user security behavior for a brighter internet. Workshop on Brighter Internet and Smarter Supply Chain. Suchow University. June 2016.
4. How to publish on top IS journals. Northwestern Polytechnical University, Xi'an, China. July, 2014.
5. How to publish on top IS journals. Hebei University of Science and Technology, Shijiazhuang, China. June, 2014.

6. Ensure employee IT compliance: stick or carrot? Nanjing University, Nanjing, China. July, 2013.
7. Contemporary IS research. Xi'an Jiaotong University. Xi'an, China. July 2013.
8. How to publish on top IS journals. Jiangsu University of Science and Technology, Zhenjiang, China. June, 2013.
9. How to publish on academic journals. China Pharmaceutical University, Nanjing, China. June, 2013.
10. Ensure employee IT compliance: stick or carrot? Jiangsu University of Science and Technology, Zhenjiang, China. July, 2012.
11. Topical issues in IS research methodology. Jiangsu University of Science and Technology, Zhenjiang, China. July, 2012.
12. Topical issues in contemporary IS research: PLS, formative measurement, and common method bias. Dalian University of Technology, Dalian, China, July 25, 2011.
13. Data analysis in managerial accounting research. Guanghua School of Management, Peking University, Beijing, June, 2011.
14. Punishment, justice, and compliance with mandatory IT usage. Sun-Yet-Shin University, Guangzhou, May, 2011.
15. Punishment, justice, and compliance with mandatory IT usage. National University of Singapore, July, 2010.
16. Investigating disabled people's use of online health information. 2010 ECU Business of Healthcare Symposium. East Carolina University, October 14, 2010.
17. How to write a research paper? Department of Pharmacy Administration and Clinical Pharmacy, Peking University, Peking, China. May 18, 2010.
18. How to conduct scientific research? College of International Pharmaceutical Business, China Pharmaceutical University, Nanjing, China. April, 28 – 30, 2010.
19. Using Second Life to improve treatment compliance in patients with diabetes. Health Science Center, Peking University. July 3, 2009.
20. Liang, H. Improve real life treatment adherence in Second Life: the case of type 2 diabetes. East Carolina Heart Institute & Pitt County Memorial Hospital. May 19, 2009.
21. Using information technologies to enhance medication compliance. Health Science Center, Peking University. January 18, 2008.
22. Avoidance of IT threats. Guanghua School of Management, Peking University. December 17, 2007.
23. Decreasing Medication Dropout: A Study to Develop and Evaluate Intervention Software Using the Transtheoretical Model of Change. Cancer Prevention Research Center, University of Rhode Island. March 9, 2005.

RESEARCH REPORTS

- Bruce A. Berger, Karen S. Hudmon, and **Liang, H.** "Phase II Final Report, Development and Evaluation of Software to Improve Patient Persistence with Avonex[®]," to Biogen, July 7, 2003, 141 pages.

CERTIFICATION

1. Sun Certified Programmer for the Java 2 Platform, Jan. 2001.

REVIEWER FOR REFEREED JOURNALS

1. MIS Quarterly
2. Information Systems Research
3. Management Science
4. Journal of MIS
5. Journal of the Association for Information Systems
6. Journal of Business Ethics
7. Decision Science
8. European Journal of Information Systems
9. Communications of the ACM
10. IEEE Transactions on Engineering Management
11. Information Systems Journal
12. Decision Support Systems
13. Journal of Information Technology
14. Journal of Strategic Information Systems
15. IT & People
16. Journal of Management Studies
17. International Journal of Electronic Commerce
18. Ecommerce Research and Application
19. Information System Management
20. e-Service Journal
21. International Journal of Information Management
22. Journal of Disease Management & Health Outcomes
23. Journal of Electronic Commerce Research
24. Journal of Global Information Management
25. Risk Analysis
26. AIS Transaction on Replication Research

REVIEWER FOR CONFERENCES

1. DIGIT
2. ICIS (2005 – 2007, 2009, 2010, 2012, 2014)
3. AOM (2005 – 2007)
4. AMCIS (2003 – 2005, 2009)
5. IFIP (2010), DSI (2004)
6. Southern AIS (2003)

CONFERENCE SERVICES

1. Associate Editor, IT implementation, adoption, and use, ICIS 2016. Dublin, Ireland.
2. Associate Editor, Research methods and philosophical foundation in IS, ICIS 2015. Dallas, USA.
3. Program Committee, 19th International Conference on Information Quality. Xi'an, China. 2014.
4. Steering Committee, Annual Health Informatics Career and Internship Fair/Symposium, 2014, Greenville, NC.
5. Track Chair, Cloud computing. PACIS 2014, Chengdu, China.

6. Track Chair, Human behavior and information systems. PACIS 2012, Vietnam.
7. Academic committee member, 2011 Summer Camp for Chinese IS PhD Students – emerging e-commerce and behavioral IT research, Dalian, China.
8. Associate Editor, Human computer interaction, ICIS 2011, Shanghai, China.
9. Track Chair, IS Implementation, Adoption, and Diffusion. Pacific Asia Conference on Information Systems (PACIS) 2011, Brisbane, Australia.
10. Associate Editor, IS Security and Privacy, ICIS 2010, St. Louis.
11. Program committee, China Summer Workshop on Information Management, 2010, Wuhan, China.
12. Mini Track Co-Chair, Nurturing Healthcare IT Success, AMCIS 2009, San Francisco.
13. Discussant, ICIS 2008, Paris, France
14. Associate Editor, IT for Underserved Communities, ICIS 2006, Milwaukee
15. Mini track chair, IT Issues in Healthcare in Asia Pacific, AMCIS 2006, Acapulco
16. Track chair, IT Issues in Healthcare Track, Pre-ICIS SIG-ISAP 2005, Las Vegas
17. Session chair, Online Purchasing session, DSI 2004, Boston
18. Committee member, IT in Healthcare Track, AMCIS 2004, New York

GRANT REVIEWER

1. NIH reviewer (2009)
2. NSF reviewer (2014)
3. Hong Kong Research Grant Council reviewer (2012 – present)
4. City University of Hong Kong grant reviewer (2012, 2013)
5. Isareal Ministry of Science, Technology, and Space grant reviewer (2015)

OTHER REVIEW SERVICES

1. International Journal of Health Information Systems and Informatics best paper judge (2014)
2. Worcester Polytechnic Institute (USA) P&T external reviewer (2012)
3. Wollongong University (Australia) PhD dissertation external examiner (2014)
4. National University of Singapore dissertation external examiner (2015)
5. University of Jyväskylä (Finland) dissertation external examiner (2016)
6. Old Dominion University (USA) P&T external reviewer (2017)

PHD DISSERTATION COMMITTEE MEMBERS

1. Xiaodong Guan. Major: Drug Policy and Pharmacy Administration. School of Pharmacy, Peking University. Graduated in 2011. (Co-Chair)
2. Sheng Han. Major: Drug Policy and Pharmacy Administration. School of Pharmacy, Peking University. Graduated in 2011. (Co-Chair).
3. Lu Mingming. Major: Computer Engineering. Florida Atlantic Univ. 2005 – 2007.
4. Neil Morton. Major: MIS. Florida Atlantic Univ. 2006 – 2007.
5. Beverly A. Patchell. Major: Nursing. New Mexico State University. 2009 – Present.
6. Rose M. Cirilo. Major: Nursing. Florida Atlantic University. 2014 – 2016.
7. Melessa Kelley. Major: Nursing. FAU. 2014 – 2016.

INTERNAL SERVICES

1. Research and Creativity Committee, College of Business, ECU. 2017 – present.

2. University informatics task force, ECU. 2011 – present.
3. Established research partnership between the Center for Healthcare Management Systems and School of Pharmacy at Peking University, 2009.
4. Established research partnership between the Center for Healthcare Management Systems and College of International Business at China Pharmaceutical University, 2009.
5. Hosting three visiting scholars from College of International Business at China Pharmaceutical University, 2009 – 2010.
6. Chair, Preparation Committee, Business of Healthcare Symposium, 2009 – 2010.
7. Leadership coach for business undergraduate students, ECU, 2009 – present.
8. Faculty hiring committee, Dept. of Risk, Insurance & Healthcare Management, Temple, 2008
9. MIS IT award selection committee, Temple, 2008
10. FAU College of Business undergraduate committee, 2005-2006
11. FAU Ft. Lauderdale campus library committee, 2003-2007
12. FAU ITOM department journal ranking committee, 2005-2007
13. Faculty advisor of FAU table tennis club, 2003-2007

COURSES TAUGHT

1. MIS3673 Software Design and Development in VB.NET. ECU
2. MIS6143 Management Information Systems I. ECU
3. MIS5901 MIS Capstone. Temple
4. MIS2502 Database Management Systems. Temple
5. MIS5101 Modern Database Management. Temple
6. MIS5102 Object-Oriented Systems Analysis and Design. Temple
7. QMB7930 Research Methods IV: Structural Equation Modeling. FAU
8. HSA6930 Health Administration Information Systems. FAU
9. ISM4243 Systems Development Project with ASP .NET. FAU
10. ISM4234 Advanced Business Programming in C#. FAU
11. ISM3230 Introduction to Business Programming. FAU
12. ISM3011 Management Information Systems. FAU

SSN: ****2012

Student No: 902272444

Date of Birth: 17-JUN-77

Date Issued: 29-MAY-2019 (OFFICIAL)

Record of: Huiqiang Liang

Issued To: DR. ALBERT OLSHAKE

Course Level: Graduate

Primary Program

Degree: Doctor of Philosophy
Program: PhD Pharmaceutical Sciences
College: School of Pharmacy
Major:
Pharmaceutical Sciences

Level Comments:

Auburn converted from the quarter system to the semester system (all term 2000). Terms prior to fall 2000 were on the quarter system, and have been converted to semester hours on this transcript. One quarter hour was converted as .67 semester hours.
Form 8 Passed on 9/6/01

Degree Information:

Awarded: Doctor of Philosophy 19-DEC-2003

Program: PhD Pharmaceutical Sciences
College: School of Pharmacy
Campus: Auburn Main Campus
Major:

Pharmaceutical Sciences

Dissertation Title:

Decreasing medication dropout: A study to develop and evaluate intervention software using the trans-theoretical model of change and motivational interviewing

Degree Information:

Awarded: Master of Software Engineering 11-MAY-2003

Program: MST Comp Sci & Software Eng

College: College of Engineering

Campus: Auburn Main Campus

Major:

Computer Sci & Software Eng

Subj No.	Title	Cred	Grade	Pts R
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INSTITUTION CREDIT:

Fall 1998

School of Pharmacy
Pharmaceutical Sciences

FOUN 0661	Res & Exp in Educ	2.67	A	10.68
FOUN 0672	Applied Educ Stat	2.67	A	10.68
GRAD 0999	Pres Grad Fellow	0.00	S	0.00
PYPC 0680	Graduate Seminar	0.67	A	2.68
PYPC 0695	Special Problems	1.33	A	5.32

Earned Hrs	GPA-Hrs	QPs	GPA
7.34	7.34	29.36	4.00

Good Standing

Winter 1999

School of Pharmacy
Pharmaceutical Sciences

FOUN 0673	Applied Educ Statistics I	2.67	A	10.68
GRAD 0999	Pres Grad Fellow	0.00	S	0.00
PYPC 0680	Graduate Seminar	0.67	A	2.68
PYPC 0682	Res Meth Des I	2.00	A	8.00

Subj No.	Title	Cred	Grade	Pts R
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INSTITUTION CREDIT:

PYPC 0695	Special Problems	2.00	A	8.00
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Earned Hrs	GPA-Hrs	QPs	GPA
7.34	7.34	29.36	4.00

Good Standing

Spring 1999

School of Pharmacy
Pharmaceutical Sciences

COMP 0300	Strucd Programming for Engin	2.00	A	0.00 E
COMP 0412	Database Systems I	2.00	A	0.00 E
FOUN 0775	Multivariate Stat Anlys I	2.67	A	10.68
GRAD 0999	Pres Grad Fellow	0.00	S	0.00

Earned Hrs	GPA-Hrs	QPs	GPA
2.67	2.67	10.68	4.00

Good Standing

Summer 1999

School of Pharmacy
Pharmaceutical Sciences

FOUN 0776	Multivariate Stat Anlys I	2.67	A	10.68
GRAD 0999	Pres Grad Fellow	0.00	S	0.00
MGNT 0600	Computers And Information Sys	3.33	A	13.32
PYPC 0684	Medication Information Systems	2.00	A	8.00

Earned Hrs	GPA-Hrs	QPs	GPA
8.00	8.00	32.00	4.00

Good Standing

Fall 1999

School of Pharmacy
Pharmaceutical Sciences

COMP 0512	Database Systems II	2.00	A	8.00
MGNT 0602	Mgmt Of Business Data Comm	1.33	A	13.32
MGNT 0683	Adv Data Base Mgmt Sys	3.33	A	13.32
PYPC 0680	Graduate Seminar	0.67	A	2.68

Earned Hrs	GPA-Hrs	QPs	GPA
9.33	9.33	37.32	4.00

Good Standing

Winter 2000

School of Pharmacy
Pharmaceutical Sciences

COMP 0200	Fundamental Algorithm Desi And	2.00	A	0.00 E
COMP 0505	Operating Sys Design Principl	2.00	C	4.00
COMP 0541	User Interface Desi And Develo	2.00	W	0.00
COMP 0612	Object Oriented Database Sys	2.00	A	8.00
EDMD 0673	Curic Integration Of Technol	2.67	A	10.68
GRAD 0999	Pres Grad Fellow	0.00	NN	0.00
PYPC 0680	Graduate Seminar	0.67	A	2.68

Earned Hrs	GPA-Hrs	QPs	GPA
7.34	7.34	25.36	3.16

Good Standing

Spring 2000

School of Pharmacy
Pharmaceutical Sciences

COMP 0560	Artificial Intelligence I	2.67	A	10.68
COMP 0605	Modern Operating Systems	2.00	A	8.00
COMP 0640	Advanced Computer Graphics	2.00	A	8.00
GRAD 0999	Pres Grad Fellow	0.00	NN	0.00

Henry W. Spawell
Auburn University
Interior University Registrar

SSN:****2012

Student No:902272444

Date of Birth: 17-JUN-77

Date Issued:29-MAY-2019(0)FICIAL

Subj	No.	Title	Cred	Grade	Pts R
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INSTITUTION CREDIT:

PYPC 0680	Graduate Seminar	0.67	A	2.00
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Earned Hrs	GPA-Hrs	QPs	GPA
7.34	7.34	29.36	4.00

Good Standing

Summer 2000

School of Pharmacy
Pharmaceutical Sciences

COMP 0525	Object-Oriented Programming	2.00	A	8.00
COMP 0541	User Interface Data And Develop	2.00	A	8.00
COMP 0632	Comp Networks And Data Commu	2.00	A	8.00
GRAD 0909	Post Grad Fellow	0.00	NN	0.00
PYPC 0799	Research And Dissertation	0.67	TD	0.00

Earned Hrs	GPA-Hrs	QPs	GPA
0.67	0.00	24.00	4.00

Good Standing

Fall 2000

School of Pharmacy
Pharmaceutical Sciences

COMP 6210	Compiler Construction	3.00	B	9.00
COMP 6320	Design & Anlys Computer Netw	3.00	A	12.00
PYPC 7900	Sp Probls Pharmacy Care Systems	2.00	A	8.00
PYPC 8950	Seminar	1.00	S	0.00
PYPC 8990	Research And Dissertation	1.00	TD	0.00

Earned Hrs	GPA-Hrs	QPs	GPA
10.00	8.00	29.00	3.63

Good Standing

Spring 2001

School of Pharmacy
Pharmaceutical Sciences

COMP 7930	Directed Study	3.00	A	12.00
COMP 7980	Mswe Design Project	3.00	S	0.00
COMP 8700	Real-Time & Embedded Systems	3.00	A	12.00
PYPC 8950	Seminar	1.00	S	0.00

Earned Hrs	GPA-Hrs	QPs	GPA
10.00	8.00	24.00	4.00

Good Standing

Summer 2001

School of Pharmacy
Pharmaceutical Sciences

COMP 3500	Intro To Operating Systems	3.00	A	0.00 E
COMP 6700	Software Process	3.00	A	12.00
COMP 7980	Mswe Design Project	1.00	S	0.00
PHED 1500	Indy Sports-Tennis	2.00	A	0.00 E

Earned Hrs	GPA-Hrs	QPs	GPA
4.00	3.00	12.00	4.00

Good Standing

Fall 2001

School of Pharmacy
Pharmaceutical Sciences

COMP 7980	Mswe Design Project	3.00	S	0.00
ENGL 1820	Class Comm Skills For Int Tas	3.00	S	0.00 E
GRAD 9990	Graduate Research Fellowship	0.00	NN	0.00
PYPC 8950	Seminar	1.00	S	0.00
PYPC 8990	Research And Dissertation	3.00	TD	0.00

Subj	No.	Title	Cred	Grade	Pts R
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INSTITUTION CREDIT:

Earned Hrs	GPA-Hrs	QPs	GPA
7.00	0.00	0.00	0.00

Good Standing

Spring 2002

PASSED THE GENERAL ORAL EXAM FOR PHD ON 3-1-2002.
College of Engineering
Computer Sci & Software Engi

PYPC 7990	Research And Thesis	10.00	TD	0.00
PYPC 8950	Seminar	1.00	S	0.00

Earned Hrs	GPA-Hrs	QPs	GPA
11.00	0.00	0.00	0.00

Good Standing

Summer 2002

School of Pharmacy
Pharmaceutical Sciences

COMP 8700	Hand Held Software Development	3.00	AC	0.00
FOUN 8330	Neop Matrix Data Anlys In Ed	3.00	W	0.00
MANC 8970	Doctoral Seminar In Management	3.00	A	12.00
PYPC 8990	Research And Dissertation	7.00	TD	0.00

Earned Hrs	GPA-Hrs	QPs	GPA
10.00	3.00	12.00	4.00

Good Standing

Fall 2002

School of Pharmacy
Pharmaceutical Sciences

GRAD 6A40	Authorized Below Full Time	0.00	NN	0.00
PYPC 8950	Seminar	1.00	S	0.00
PYPC 8990	Research And Dissertation	1.00	TD	0.00

Earned Hrs	GPA-Hrs	QPs	GPA
2.00	0.00	0.00	0.00

Good Standing

Spring 2003

School of Pharmacy
Pharmaceutical Sciences

PYPC 8950	Seminar	1.00	S	0.00
PYPC 8990	Research And Dissertation	8.00	TD	0.00

Earned Hrs	GPA-Hrs	QPs	GPA
9.00	0.00	0.00	0.00

Good Standing

Summer 2003

PASSED THE FINAL ORAL EXAM FOR PHD ON 7-30-2003
School of Pharmacy
Pharmaceutical Sciences

GRAD 6A40	Full Course Of Study	0.00	NN	0.00
PYPC 8990	Research And Dissertation	1.00	TD	0.00

Earned Hrs	GPA-Hrs	QPs	GPA
1.00	0.00	0.00	0.00

Good Standing

Last Standing Good Standing

Transcript Totals	Earned Hrs	GPA-Hrs	Points	GPA
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TOTAL INSTITUTION	120.05	75.36	294.43	3.91
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Heidi W. Grindell
Auburn University
Interim University Registrar

SSN:*****2012

Student No:902272444

Date of Birth: 17-JUN-88

Date Issued:29-MAY-2019 OFFICIAL

TOTAL TRANSFER 0.00 0.00 0.00 0.00

END OF TRANSCRIPT

7. Enrollment Update

Presentation

Presented by Bridgette Decent

The University of Memphis Board of Trustees

Presentation

For Information

Date: September 4, 2019

Committee: Academics, Research, & Student Success Committee

Presentation Title: Enrollment and Graduation

Presented by: Bridgette Decent, Director of Institutional Research

Synopsis:

Fall 2019 Enrollment figures and overall graduation rates will be presented for informational purposes.

Fall Enrollment and Student Success Update

September 4, 2019
University Center



SEPTEMBER 2019

Fall 2019 Enrollment Update (as of first day of class)

	Fall 2019 Headcount	Change from Fall 2018	Fall 2019 Credit Hours	Change from Fall 2018
Undergraduate	16,643	4.81%	203,175	2.82%
Graduate	4,034	1.56%	27,296	(0.64%)
Law	347	11.2%	5,031	11.0%
Total	21,024	4.27%	241,051	2.57%

Freshmen Enrollment

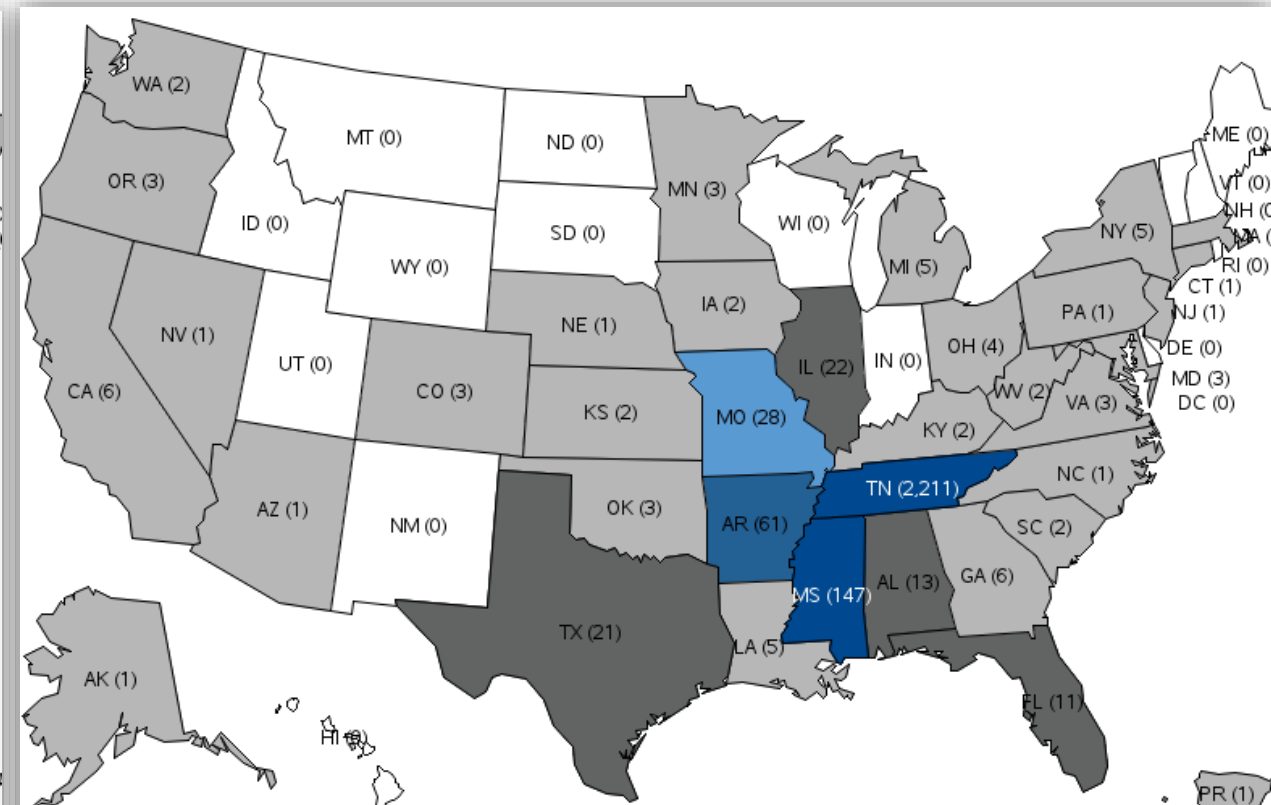
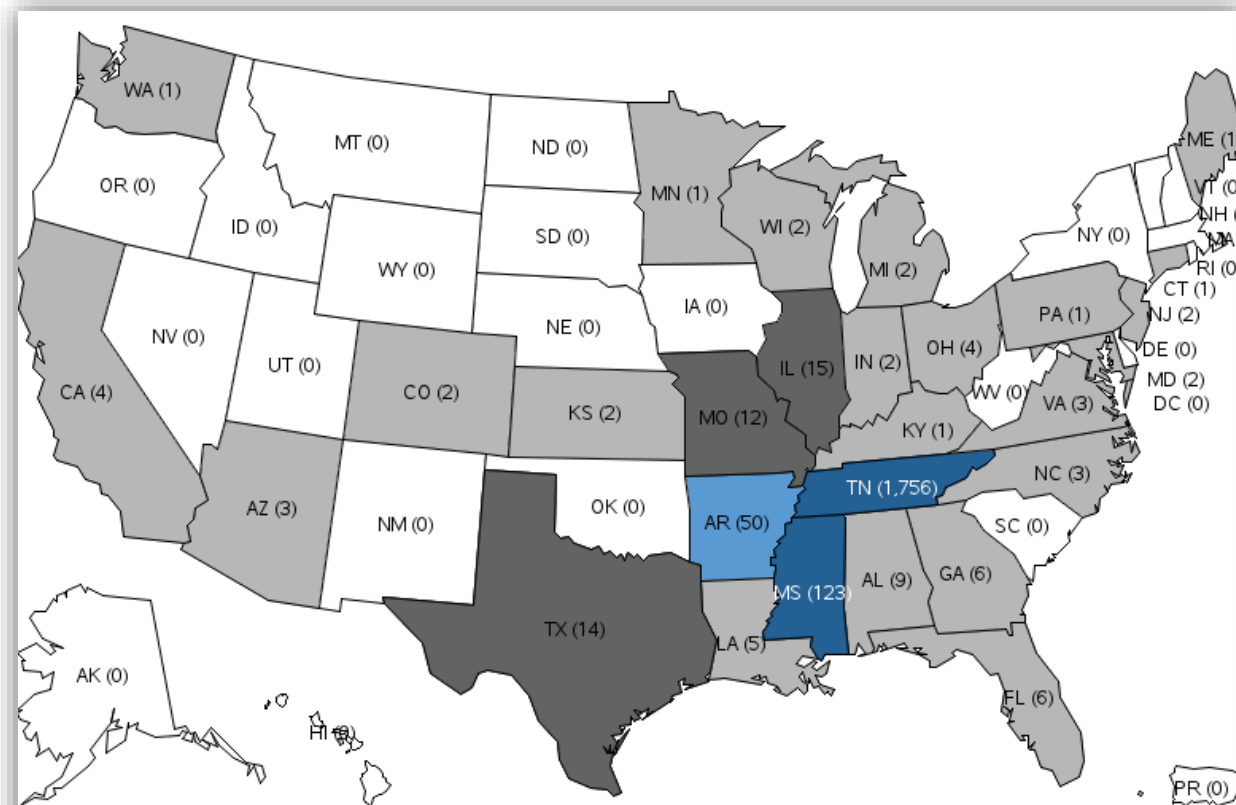
Applied	Admitted	Enrolled
14,233 (13,069 Last Year)	12,494 (11,773 Last Year)	2,686 (2,450 Last Year)

 3.52 (3.47 last year) Average High School GPA	ACT[™] 22.8 (22.9 last year) Average ACT Score
 663 (634 last year) # in Honors College	 404 (434 last year) %Previously Dual Enrolled at the University

Geographic Shifts in Freshmen

Fall 2015

Fall 2019



Transfer Enrollment

1,476 *(1,419 Last Year)*

New Transfer Students

57.4 *(56.4 Last Year)*

Average Transfer Hours

Transfer Institution	Students
Southwest Tennessee Community Coll	2,492
Northwest Mississippi Cmty Coll	477
Jackson State Community Coll	354
Middle Tennessee State Univ	189
Univ Tennessee Martin	163
Christian Brothers University	146
Dyersburg State Cmty College	145
University Tennessee Knoxville	142
Miss State University	131
Univ Tennessee Chattanooga	128
Austin Peay State University	114
Tennessee State University	98
Univ Mississippi	67
Bethel University	63
Nashville State Community Coll	53
University	50

Online Enrollment

Students Taking at Least One Online Class	Students with 100% Online Classes	UofM Global Programs
12,090 Students	3,233 Students	962 Students
58% of all UofM Students	16% of all UofM Students	25 UG Programs
4% Increase Over Fall '18	2% increase Over Fall '18	48 Graduate Programs/Certificates
82% Undergraduate	62% Undergraduate	
64% Full-Time	24% Full Time	

2018-19 Degrees Awarded

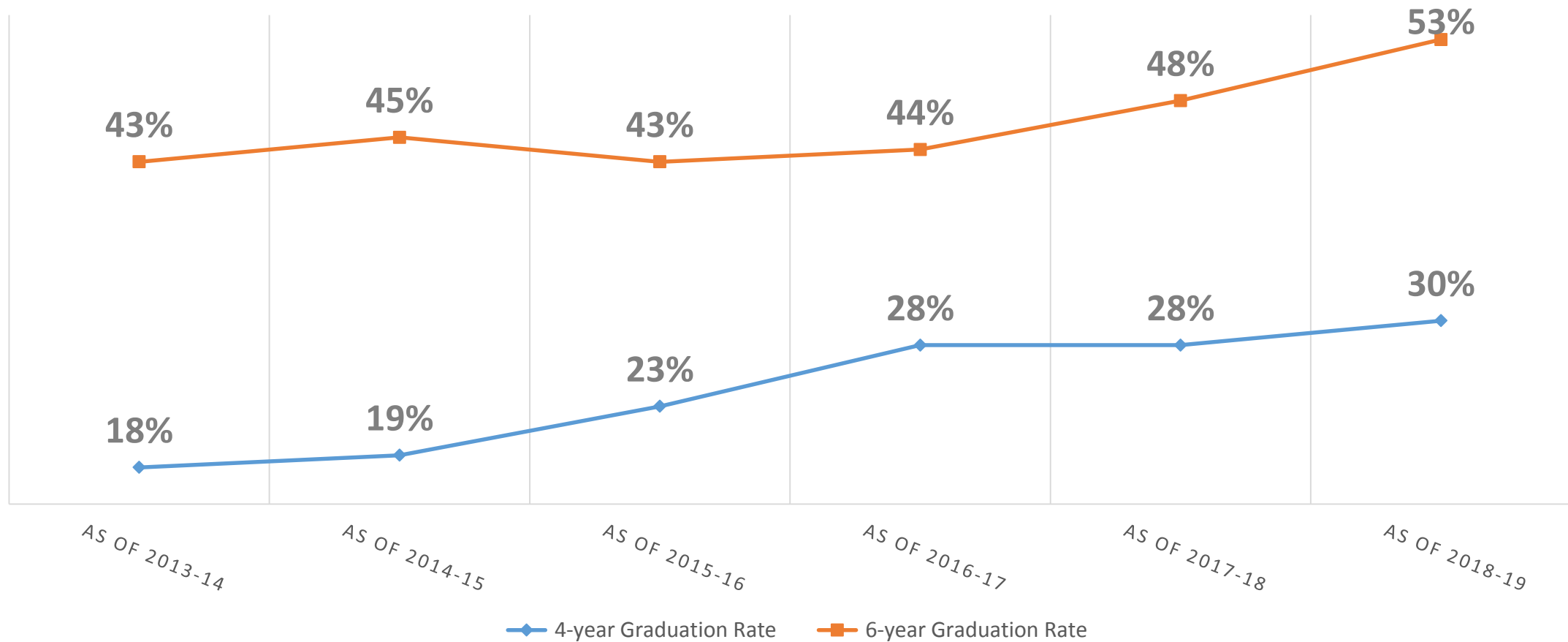
- Near record number of degrees awarded Spring 2019

Spring 16	Spring 17	Spring 18	Spring 19
2,302	2,313	2,326	2,324

- 2018-2019: remained near highest number of degrees ever awarded set last year

2014-15	2015-16	2016-17	2017-18	2018-19
4,080	4,267	4,357	4,391	4,207

Graduation Rates



8. Addressing College Drinking and Drug Use

Presentation

Presented by Justin Lawhead

The University of Memphis Board of Trustees

Presentation

For Information

Date: September 4, 2019

Committee: Academics, Research, & Student Success Committee

Presentation Title: Strategies to Address Alcohol and Drug Use

Presented by: Justin Lawhead, Dean of Students

Synopsis:

Dr. Lawhead will present the strategies in use to address alcohol and drug use among students as well as next steps.

UNIVERSITY OF MEMPHIS STRATEGIES TO ADDRESS ALCOHOL & DRUG USE

Academic, Research and Student Success Committee

Justin Lawhead
Dean of Students

September 4, 2019
University Center



SEPTEMBER 2019

University Strategies Overview

- Assess student perspective and use
- Multi-Departmental approach including staff members and students
- Utilize collaborations to build our prevention efforts on best practices
- Environmental interventions to serve as way of modeling expectations
- Individual interventions as a safe and thorough screening of behaviors

Student Needs

Use:

- Over the past 2 weeks, did you drink any alcohol?
 - 57.46% answered “Yes”
- Over the past 2 weeks, about how many times did you have 4 (females), 5 (males), 4 or 5 (other gender) or more alcoholic drinks in a row?
 - 50% reported 1 or more times.
- Specifically, which of the following substance disorders were you diagnosed with by a professional?(Select all that apply)
 - 37.50% reported Alcohol use or other alcohol-related disorders
- How much do you agree with the following statement?:Alcohol use is a problem for students on my campus.
 - 44% agree on some level

Mental Health:

- Over the last 2 weeks, how often have you been bothered by any of the following problems?
 - 64.47% reported several or more days to “Feeling down, depressed or hopeless”
- “In the past 12 months, I needed help for emotional or mental health problems such as feeling sad, blue, anxious or nervous?”
 - 70% agreed on some level

Informal Help seeking:

- In the past 12 months have you received counseling or support for your mental health or emotional health from any of the following sources?
 - 45% Friend

Data Driven Planning

To Address Student Substance Use:

- Utilize collaborations to create safe and sober engagement opportunities
- Provide educational spaces for students to learn about substance use on personal and social levels
- Address student perspective of substance use by publicizing survey results

To Enhance Student Resilience in Regards to Mental Health:

- Make the connection between mental health and healthy coping skills
- Discuss the importance of all the areas of wellness and their impact on academic success

To Increase Access to Help and Creating a Helping Environment:

- Use trainings and modeling to build a campus and community culture of wellness
- To inform those who address students needs as they happen

Multi-Departmental Approach

- Tigers Thrive
- Student Wellness Advisory Board
- Fraternity and Sorority Life
- Tiger Athletics
- Campus Police
- Dean of Students
- Counseling and Health Center
- Academic Counseling Center
- Student Accountability
- Office of Institutional Equity

Collaborations

- Coalition for Healthy and Safe Campus-Communities (CHASCO) and create an alcohol prevention plan each year that follows the Eight Strategies to Affect Community Change.
- Association for University and College Counseling Center Outreach (AUCCCO), we are able to stay up to date on best practices of outreach and prevention methods.
- JED Foundation.
- Develop Alcohol and Other Drug Prevention Partners

Environmental Interventions

- New Student Orientation
 - Orientation Guides facilitate small group
- Residence Life
 - Resident Advisors trained in warning signs and procedures for Alcohol and Other Drug encounters
- Student Wellness Fair
 - 2,500 Average Student Attendance
 - 8 Dimensions of Wellness
- Alcohol Screening Day
 - Alcohol Use Disorder Identification Test (AUDIT)
 - Assess and consult on student use
- Sober Tailgating
- Utilize DisposeRX
 - Promote proper medication waste management
- “More than 100 things to do in Memphis without alcohol and other drugs” booklets
 - Distributed during orientation and during the year
- Adderall Awareness Day
 - Partner with UTHSC Pharmacy department
- Safe Bar Trainings with local restaurants
 - Establish a relationship with establishments within walking distance of campus.
- Annual Drug and Other Drug notification
 - Dean of Students Office

Individual Interventions

- Our Counseling Center utilizes the Alcohol Use Disorder Identification Test (AUDIT), Drug Abuse Screening Test (DAST)
- E-CheckUpToGo with students that report elevated levels of substance use as indicated by intake assessment and with students who are sanctioned due to violation of our policy.
 - Students are also able to take the e-CheckUpToGo anonymously to review their own use.
- Brief Alcohol Screening Intervention for College Students (BASICS) as a harm reduction approach and Motivational Interviewing in sessions.
 - Two 50-minute sessions

Next Steps

- Prevention team forming and planning
- Increase student organization engagement
- Social media campaign

9. Additional Committee Business

10. Adjournment