



Douglas Shook

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SUMMARY OF QUALIFICATIONS

Influential, innovative IT executive, researcher, educator, and consultant with over 25 years of experience in designing, building, implementing and managing organizational IT solutions, including ten plus years at the C-level. Extensive experience in leveraging IT for strategic advantage related to academic research, administration, and instruction. Able to lead large, diverse IT organizations while reducing costs and enhancing services.

RELEVANT PROFESSIONAL EXPERTISE

- Innovative, strategic IT leadership – leading through formalized goal-setting and empowerment
- Exceptional expertise in information technology architecture, data management and data modeling
- Organizational design
- Achieve exceptional levels of cybersecurity while enhancing productivity (low-friction/high security)
- Accessible research computing support for faculty
- Enterprise IT systems integration at the data layer
- The design, implementation and management of information technology
- Quantitative research methodologies and statistical analyses
- Data structure optimization based upon business process/transaction analyses
- Learning spaces design and application of pedagogical IT

EXPERIENCE

Chief Information Officer (CIO) and Vice Provost for Information Services (2016-present), University of Southern California, Los Angeles, California.

- Designed, obtained funding from the Board of Trustees, and implemented a **\$107M program** to upgrade, modernize, and replace the application layer at USC, and to **perform a Digital Transformation** of the Information Technology Services (ITS) organization. (approved May 2018)
 - Migrate all university financial operations from Kuali to Workday Finance (**\$69M**)
 - Extensive user-requirement definitions and configuration necessary to migrate the university from the old Kuali financial system to the Workday SaaS, cloud-based HCM platform
 - Configure and implement the replacement platform
 - Three-year program to be completed in 2021
 - Enhancements to the existing Workday Human Capital Management platform to better support the hospitals and medical units, as well as the academic operations of the university (**\$8M**)

- Replace the customer-facing applications (registration, scheduling, financial aid, etc.) for the legacy Student Information System (SIS) (**\$9M**)
- Digital Transformation of the central IT organization (**\$20M**)
 - Create a new service catalogue for ITS
 - Create a new organizational chart based upon the service catalogue
 - Post and fill 300+ new FTE positions
 - Implement:
 - IT governance
 - Central project management office (PMO)
 - Business relationship management (BRM)
- Designed, obtained funding from the Board of Trustees, and implemented a three-year, **\$40M program** (Connected USC) to completely re-architect and replace the entire USC network (approved February 2017).
 - Network uptime increased from 93.7% to 99.9% during first year
 - 285 buildings
 - 50K miles of fiber and cable
 - 1,200 switches
 - 250 routers
 - Migrated entire campus from a flat network architecture to a modern segmented architecture
 - Implemented terabit backplane switches
 - 100 Gb core network
- Designed, obtained funding from the Board of Trustees, and implemented a **\$30M program** (Secure USC) to completely re-architect and rebuild the USC Cybersecurity posture and security organization (approved February 2017).
 - Hired a CISO from PayPal
 - Created new organizational structure with governance, operations, identity and access management and architecture, more than doubling the number of FTE's
 - Added a centralized 24/7 Security Operations Center (SOC) outsourced to IBM
 - Added Two-Factor authentication
 - Implemented 100Gb border firewalls
 - Implemented single sign-on
 - Implemented automated eDiscovery tools
- Member of the Provost's Cabinet (2015-present).
- Member of the Chief Financial Officer's Cabinet (2016-present).
- Member of the Provost's Council.
- Member of the PAC12 CIO Committee.
- Sponsor the joint Academic Senate and Provost's faculty Committee for Information Services (CIS)
- Sponsor for the IT director steering committee, University Technology Committee (UTC)
- Member of Executive Steering Committee for Emergency Response (university-wide)
- Member of the Executive Steering Committee for Enterprise Applications (university-wide)
- Member of the Executive Enterprise Risk Committee (university-wide)
- Sponsor for the ITS Program Steering Committee (university-wide)
- Member of the Cybersecurity Risk committee (university-wide)
- Member of the CFO Financial Fellow Leadership Selection Committee
- Executive Board for SoCal CIO Summit

Interim Vice Provost for Information Services and Chief Information Officer (CIO) (5/2015-12/2015), University of Southern California, Los Angeles, California.

- Member of the Provost's Cabinet.
- Realigned management layer to achieve a stipulated \$2M compensation savings.

Dean of Academic Records, Chief Technology Officer (CTO) and University Registrar (2011-present), University of Southern California, Los Angeles, California.

- Lead a diverse organization (FTE=100+) of IT and academic records/registrar staff

- Assumed formal responsibility of the Student Information System staff from the central IT organization and integrated them into our Academic Technology (AT) group in fall 2014
- Major efforts focused on increasing the availability, integrity and security of the university's data
- Launched (summer 2014) a highly innovative enterprise architecture which couples our legacy, Universe-based Student Information System (SIS) through an IBM WebSphere ESB/MQ message broker to provide real-time data synchronization to an Oracle 11g normalized database enabled "Person Entity." This architecture will provide real-time data services throughout the University. I believe this architecture will fundamentally alter the nature of IT at USC
- Increased service levels while obtaining significant budget reductions through realigning the Registrar's organization, consolidating five departments/units into three, and significantly reducing top and middle-management positions
- Reorganized the IT division, eliminating top management positions and redirected funding toward data management and systems integration FTE's
- Implemented enterprise-level data cleansing/purity initiatives using SAS Dataflux, to clean and "de-dupe" extant and incoming University records
- Established a "Single Point of Service" in the Office of the Register to better provide services to our students, faculty and staff
- Implemented disaster preparedness with classroom scheduling databases and with "800" phone bridge numbers in SIS linked to Blackboard for conducting classes during campus emergencies
- Reengineering all customer facing interfaces, rigorously pursuing IT interventions to replace all paper-based input forms with web-based forms
- Implementing electronic articulation of transfer coursework through electronic data interchange (EDI) and data-embedded PDF's
- Dramatically reduced the number of administrative actions requiring the filing of student petitions
- Currently replacing paper transcripts with electronic transcripts
- Discontinued the storage and archiving of paper diplomas (8,000 diplomas shredded)
- Replaced the mass printing of the Academic Catalogue with online searchable PDF files
- Reorganized the Academic Review unit into the Academic Retention and Review group to better focus resources on student retention and success
- Key areas of responsibilities include:
 - Responsible for the Student Information System (SIS)
 - Provide IT leadership for the University Enrollment Services Division (ESD)
 - Provide leadership to plan, organize and manage all of the activities related to the University records, registration and grades
 - Articulation of coursework
 - Desktop computing
 - Data center/computer servers
 - Helpdesk
 - Responsible for collecting, recording, maintaining and reporting of student records within FERPA guidelines
 - Creation of transcripts and diplomas
 - Adjudication of student petitions
 - Provide leadership for the implementation of related technology application in support of enhanced services offered through Registration and Records
 - Collaborate with administrators, deans, faculty, IT and counselors to facilitate and improve services to students, including catalog and registration/records policy questions
 - Responsible for University-wide classroom scheduling
 - Oversee staff of 67
 - Serve as ex-officio member of the University Committee on Curriculum (UCOC)
 - Serve as ex-officio member of the University Committee on Polies and Procedures (CAPP)
 - Serve as ex-officio member of the Provost's Oversight Committee on Athletic Academic Affairs (OCAAA)

Chief Information Officer (CIO) and Vice Dean/Associate Dean (2004-2011), Marshall School of Business, University of Southern California, Los Angeles, California.

- CIO for arguably the most advanced IT unit on campus while providing support and leadership for other academic and administrative IT units across the campus
- Dramatically increased service levels while cutting IT budgets by 30 percent through organizational realignments and through an analysis and consolidation of operations, contracts and licensing
- Supported four campuses (University Park, Orange County, San Diego and Shanghai)
- Supported 6,000 faculty, staff, and students
- Oversaw a staff of 50+ while supporting over 1,000 office and classroom computers
- Chaired or served on 23 separate USC committees primarily related to IT governance across campus, and in various advisory support capacities to the central IT group (ITS)
- Supported pedagogical IT for 55 classrooms and learning spaces
- Created an easily accessible, innovative research computing facility using “Blade Chassis Hotels” to house faculty servers in the USC data center
- Pioneered green IT at USC for servers and desktops with Verdiem management software saving over \$30K a year in reduced electricity costs
- Created mobile computing labs containing 50 thin-client computers to transform any learning space into classroom computing labs (in 2006)
- Implemented innovative enterprise Cloud solutions (e.g., Salesforce.com) as early as 2005
- Integrated Cloud solutions with local SQL-Server databases using custom-coded programs to create “virtual integrated databases” as early as 2005 (later converted data integration to IBM Cast Iron)
- Implemented enterprise solutions for advancement and relationship management (Blackbaud Raiser’s Edge) in 2008
- Designed, built and implemented the Online Student Roster system that was deployed to the entire University
- Launched online learning classes as early as 2005
- Early adopter of data center server virtualization using VMware
- Used online teaching evaluations in 2004
- Early implementer (2005) of a faculty, staff and student portal (MyMarshall)
- Designed and built the online grade submission system used by the University
- Created shared-blade computing “farms” to support graduate student research computing needs
- Implemented leading-edge classroom IT pedagogical innovations including classroom-capture technologies across all Marshall classrooms
- Key areas of responsibility included:
 - Classroom computing and AV support
 - Classroom audio-video capture and streaming content to web
 - Support for all computer labs
 - Marshall intranet (MyMarshall)
 - Application development and support
 - Data center and network servers
 - Libraries (Crocker Business and Accounting) and online resources
 - eLearning
 - Help Desk
 - Experiential Learning Center (ELC)
 - Account administration, purchasing and asset management (phone, computers)
 - Teaching evaluations
 - Course bidding systems for MBA electives
 - Room scheduling and support for 55 learning and conference locations

Professor of Clinical Data Sciences and Operations (2003-present), Marshall School of Business, Data Sciences and Operations (DSO) Department, University of Southern California, Los Angeles, California.

Primary responsibilities include:

- Teaching graduate electives in data management and information technology architecture
- Teaching undergraduate elective courses in business database systems and data modeling
- Responsible for managing the Information Systems Senior Option emphasis for undergraduate majors at the Marshall School
- Oversee staffing and scheduling for graduate and undergraduate classes in Information Systems at the Marshall School

- Directed research classes (GSBA 590 and BUAD 490) for graduate and undergraduate students

Associate Professor of Clinical Information Systems (1995–2003), *Marshall School, Information and Operations Management Department, University of Southern California, Los Angeles, California*. Primary responsibilities included teaching MBA core classes on the management of information technology, country desk officer and professor for the PRIME Program (Pacific Rim Business Experience) class which culminates with MBA students traveling abroad to conduct business analysis and projects (was in charge of Cuba and Mexico), teaching graduate electives in data management and information technology architecture, teaching and overseeing the information systems component of the Master of Medical Management degree program, teaching undergraduate elective courses on business database systems and data modeling and directing independent research classes (GSBA 590 and BUAD 490) for graduates and undergraduates.

Visiting Assistant Professor (1993–1995), *School of Business Administration, Information and Operations Management Department, University of Southern California, Los Angeles, California*. Primary responsibilities included teaching MBA core classes for the School of Business Administration, and graduate and undergraduate courses in computer-based business systems and database design/implementation (required and elective) for the Information and Operations Management Department.

Adjunct Assistant Professor (1991-1993), *School of Business Administration, Information and Operations Management Department, University of Southern California, Los Angeles, California*. Primary responsibilities included teaching graduate and undergraduate elective courses in computer-based business systems and database design/implementation for the Information and Operations Management Department.

Founding Partner and Chief Consulting Officer (1992-1997), *of Shook & Associates, a consultancy firm located in Los Angeles, CA, specializing in designing, developing and implementing custom IT system solutions for a wide-range of business sectors including medical, automotive, retailing, hoteling and governmental. (responsible for, and involved in, all aspects of the business). Shook & Associates was an earlier pioneer in developing systems for point of sale (POS), customer tracking and customer feedback, quality of service monitoring, data mining and customer relationship management. The firm specialized in developing IT solutions based upon relational database, and telecommunications technologies, which were highly innovative for the time.*

Founding Partner and Chief Technology Officer (1991-1993), *of 4Front Technologies, a systems development and technical support firm located in Los Angeles (responsible for, and involved in, all aspects of the business). 4Front specializes in developing device drivers, multimedia applications, and transaction processing applications for UNIX-based platforms. 4Front also provides custom technical support programs for corporate and university environments.*

Founding Partner and Chief Research Officer (1989-1991), *of CommSciences, Inc., (formerly Delphi Communication Sciences), a full service research firm in Los Angeles and Toronto, Canada. CommSciences specializes in research for advertising, public relations, marketing and employee communication programs. Clients included: IBM, TRW, The J. Paul Getty Museum, Yamaha Music Division, Mazda Motor Company, Nintendo of America, Hitachi Ltd., Westec Security Systems, Southern California Gas Company, PacifiCare Secure Horizons, Cineplex Odeon, Pollare/Fischer Communications and Hill and Knowlton, Inc.*

Director of Documentation and Training (1988-1990), *IBM Advanced Computing Support Center (ACSC), Los Angeles, California*. Center was tasked with initiating UNIX computing (IBM RT/RS6000, AIX operating system, and BSD 4.3). Major responsibilities included the design, administration and evaluation of all ACSC classes, supervising diverse groups of employees, proposal writing, organizational capabilities assessments, evaluation of user support services, software documentation and client presentations.

Short-term Assignments (To Present)

- Provide consulting services regarding business information systems analysis, design and implementation. Projects include designing a hoteling/reservations system for the US Navy.
- Data architecture, data management and data modeling services for a wide range of projects
- Perform data management and statistical analyses for data intensive research projects.
- Perform institutional reviews/audits of other university information technology support units.

- Reviewer of professional and academic texts related to data management and information technology architecture.

AWARDS AND HONORS

"Distinguished Faculty Service Award" from the USC Academic Senate in **2009-2010**. This award is given to faculty in recognition of exceptional service to the academic community. This award is given to one or two USC faculty yearly by the executive board of the Academic Senate.

"Golden Apple Teaching Award" for teaching undergraduate electives in **2008-2009**. The Golden Apple Teaching Award is determined by the student body vote, with only one faculty member receiving an award for each category of instruction each academic year.

"Professor of Excellence Award" for contributions and dedication to the USC Marshall students. Presented by Delta Sigma Pi in fall 2009.

"Golden Apple Teaching Award" for teaching undergraduate electives in **2004-2005**. The Golden Apple Teaching Award is determined by the student body vote, with only one faculty member receiving an award for each category of instruction each academic year.

"Excellence in Teaching Award" from the Marshall Business Student Government in **2003-2004**. This award is presented by the USC Marshall Student Government.

"Teaching Has No Boundaries" teaching award from University of Southern California for **2001-2002**. This award is a university-wide recognition of faculty who go beyond the classroom to improve the quality of academic life of students at USC (received this award the first year it was instituted at USC).

"Golden Apple" Teaching Award for teaching graduate electives in **2001-2002**. The Golden Apple Teaching Award is determined by the student body vote, with only one faculty member receiving an award for each category of instruction each academic year.

"Faculty Honoree Award" from the **Golden Key Honor Society 2000-2001**. This award is intended to recognize faculty who promote and enhance scholarship among students at USC. In order to receive this award, a faculty member must be nominated by a current member of the Golden Key Honor Society, and confirmed by the society.

"Golden Apple Teaching Award" for teaching undergraduate electives in **1998-1999**. The Golden Apple Teaching Award is determined by the student body vote, with only one faculty member receiving an award for each category of instruction each academic year.

Faculty sponsor for the **"Division Winner, EDS International Case Competition"** team in Dallas Texas, **1997**. Coached and traveled with a team of undergraduate students who competed against 52 universities from the US, Asia, Europe and South America in a business case competition.

"Golden Apple Teaching Award" for teaching undergraduate electives in **1995-1996**. The Golden Apple Teaching Award is determined by the student body vote, with only one faculty member receiving an award for each category of instruction each academic year.

UNIVERSITY LEADERSHIP AND SERVICE

Chaired and served as member of over 50 University and departmental committees providing guidance and operational support.

- *Executive Steering Committee for Stabilization Programs*
- *Provost Cabinet*
- *CFO Cabinet*
- *Enterprise apps*
- *Distinguished Faculty Service Award Committee*

- *Statistical Software Task Force*
- ***Committee on Information Services (CIS)-Provost and Academic Senate***
- ***Chair of the Student Information System Steering Committee. (2011-present)***
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- ***Chair of the Provost's Student Affairs Review Committee. (2012-2013).*** Chaired the committee to review the University Student Affairs department.
- ***Vice President of Administration and Executive Board Member, USC Academic Senate (2010-2011).*** Provide governance for the faculty senate at USC.
- ***University Committee on Curriculum (UCOC).*** (2011-2015). Ex-Officio member of the faculty committee on curriculum.
- ***University Committee on Policies and Procedures (CAPP).*** (2011-2015). Ex-Officio member of the faculty committee on policies and procedures.
- ***Provost's Oversight Committee on Athletic Academic Affairs (OCAAA).*** (2011-2015). Ex-Officio member of the Provost's committee on the academic oversight of University athletics.
- ***Academic Senate Task Force on Technology.*** (2013-2015). Member of committee tasked with identifying strategic IT initiatives for the Academic Senate.
- ***Core Information Security Team.*** (2011-present). Member of diverse team tasked with analyzing and setting IT security policies and practices.
- ***University Technology Committee/Strategic Technology Forum (STF),*** (2004-Present). University-wide committee of IT leaders to provide guidance to the Provost.
- ***Co-Chair Committee on Information Services (CIS)-Provost and Academic Senate, (2006 - 2011).*** Provide guidance to the Provost and the Academic Senate on information services issues.
- ***USC Board of Trustees Student Affairs Committee (2010-2011).*** Faculty observer for this Board of Trustees committee.
- ***Chair of the USC Learning Management Systems Faculty (LMS) Taskforce.*** (2010-2012). Chair University-wide committee tasked with specifying the requirements for an LMS to replace the current Blackboard platform.
- ***USC Strategic Planning Subcommittee for Local Connections.*** (2010-2012). Faculty representative on University committee working on the USC strategic plan.
- ***Provost Libraries Committee.*** (2010-2011). Faculty member on committee providing guidance to the USC Libraries.
- ***Continuing and Executive Education System of Record Task Force.*** (2010-2011). Faculty representative for committee tasked with determining the requirements for a system of record to support educational programs other than for credit classes.
- ***USC Strategic Technology Forum Sub-Committee or Account and User Names Standards.*** (2010-2012). Faculty member on committee tasked with standardizing account naming protocols and standards across the University.
- ***USC Board of Trustees Alumni Affairs Committee (2008-2009).*** Faculty observer for this Board of Trustees committee.

- **Faculty Online Identification and Assessment Task Force (2010).** *Provost committee tasked with identifying and setting policies for determining online identities and security for conducting exams and other forms of online assessment.*
- **USC Wireless Advisory Group (WAG).** (2009-present). Member of committee charged with overseeing the expansion and enhancement of the USC wireless environment.
- **Chair of Committee for IT Infrastructure (Provost and Academic Senate), (2006 - 2009).** Committee created to oversee the re-architecting of the USC network and building infrastructure.
- **Identity and Access Management Committee, (2004 – 2011).** Committee provides guidance and reviews requests for data from the University Global Directory/Personal Repository (central data store for information on individuals).
- **University Information Security Liaison Committee (2004-2011).** *Monthly meetings as Marshall's liaison to the University for IT security.*
- **Blackboard Steering Committee, (2008 – 2011).** *Committee provides guidance on the administration of the University's course management application.*
- **Provost's Advisory Committee for Federated Information Technology at USC, (2005-2006).** Served on the committee to provide recommendations to the Provost regarding his desire to create a more flexible and effective IT infrastructure at USC.
- **Co-Chair of the Provost's ISD Transition Subcommittee, (2005-2006).** *Subcommittee of Federated Information Technology Committee tasked with creating a transition plan to move USC from a centralized to a federated structure.*
- **Provost's Mandate on Technology-Enhanced Learning, (2005-2007).** *Tasked by the Provost to create specifications for adding 12-18 new technology-enhanced classroom (studio classrooms) across campus. Also tasked with training the studio operators and faculty instructors.*
- **Advisory Board for the School of Engineering Information and Technology Program Department, (1999-2005).** One of five USC faculty on the Advisory Board for the ITP department (one each from Engineering, Letters and Arts, Annenberg, Marshall and Cinema). Responsible for curriculum review.
- **Faculty Fellow for Residential Halls (2000-2008).** Goal of this program is to provide the residents of USC housing some additional exposure to the faculty outside of the normal classroom environment, and enriching their academic experience at USC.
- **Faculty Sponsor for USC Alpha Kappa Psi (2000-2015).** Alpha Kappa Psi is a professional business fraternity with a chapter at USC.
- **Faculty Sponsor for the Undergraduate Information Systems Association (ISA) (1994-present).** A student association for business and engineering students interested in information systems.
- **Faculty Sponsor for Global Business Leaders (GLOBUS) (2005-2015).** A student association for students interested in global business.
- **Faculty Sponsor for the USC Motorsports Association (2005-2015).** A student association for students interested in motorcycling.

MARSHALL SCHOOL OF BUSINESS LEADERSHIP AND SERVICE

- **Dean's Management Council (2009-2011).** Member of the Dean's advisory council.

- **Chair of Marshall Faculty IT Committee (2004-2011).** Served as chair of the Marshall faculty IT guidance committee.
- **Committee on Clinical Faculty Promotions (2010-2011).** Member of the committee which reviews faculty requests for promotion.
- **Marshall Faculty Council (2007-2011).** Faculty member on the Marshall faculty council.
- **Academic Senate (2008 – 2011).** Represent Marshall at the University Academic Senate.
- **Dean's Council (2004-2007).** Member of the Dean's guidance council.
- **Trojan Technology Initiative (2008-2010).** Member of a Marshall committee comprised of faculty, staff and outside member to promote and foster IT adoption for teaching, research and external relations.
- **MBA Technology Task Force (2004-2011).** Committee of MBA students and staff to represent the MBA programs.
- **Senior Option in Information Systems (1995-2011).** Oversee the Information Systems degree option for undergraduate students.
- **Designated "Master Teacher" (2000-2004).** Support faculty teaching undergraduate information systems classes in the IOM dept.
- **IOMCLASS Server Support (1998-present).** Maintain and create accounts on the IOM Department's Oracle server (used to support classes, teaching and research).
- **Curriculum Review Committee (2004-2005).** Tasked with reviewing the current IOM dept. curriculum and recommending enhancements/changes.
- **Master of Medical Management Degree (MMM) (2000-2004).** Oversee the IS involvement in the MMM degree program, coordinate the various IT-related sessions taught, meet with, and recruit the instructors.
- **EDS Case Competition Sponsor (1994-1998).** Semester-long preparation of a four student case competition team. Coached and traveled with a team of undergraduate students who competed against 52 universities from the US, Asia, Europe and South America in a business case competition (division winner in 1997).

PROFESSIONAL LEADERSHIP AND SERVICE

- Pac12 CIO Meeting
- **CIO Executive Summit (2004-present).** Member of the Governing Body, (i.e., 250 CIO's from corporate and academia).
- **Board of Directors, Kualii Student.** (2011-2014). Member of the board of directors overseeing the Kualii student information systems development.
- **AAU Registrars.** (2011-2015). Represent USC on this invitation-only, 60 member committee.
- **CIO Executive Network (CEN) (2009-present).** Member of the executive board. Responsible for organization/administration with particular focus on community outreach to underprivileged youth related to education and scholarships.
- **InCommon Federation.** (2011-present). Member of U.S. education and research identity federation, providing a common framework for trusted shared management of access to on-line resources.

- **Society for Information Management (SIM) (2007-2011)**. Member of the executive board. Responsible for governance of SIM, specifically related to organizing the quarterly conferences.
- **Business Computing Directors (BCD) (2004-2011)**. Represented Marshall as one the top business schools in the country in a select group of business school CIO's.
- **CIO Breakfast (2004-2014)**. Member of CIO monthly seminar.

CONFERENCE PRESENTATIONS

Shook, D. (2013). Big Data and Data Analytics. Presenter and moderator at the CIO Governing Body Invitational, Omni Hotel, Los Angeles, CA.

Shook, D. (2013). Big Data Challenge. Judge for the IBM Watson Academic Case Competition, University of Southern California, Los Angeles, CA.

Shook, D. (2012). Ready or Not, Moving Ahead with Mobile. Presenter at the CIO Executive Summit, Omni Hotel, Los Angeles, CA.

Shook, D. (2009). Cloud Computing Meets Data Integration: Embracing "The Cloud" while Maintaining the Integrity of your Enterprise. Presented at the Society of Information Management (SIM) conference, Long Beach, CA.

Shook, D. (2009). IS in Today's Business School Curriculum, Presented at the America's Conference on Information Systems (AMCIS) Panel of Deans, San Francisco, CA.

Shook, D. (2007). Technology-Enhanced Learning at USC Marshall. Presented to the Annual Meeting of the Academy of Marketing Science in Miami, Florida.

Whitfield, J. and Shook, D. (2006). Leveraging Simulation Shells in Distance Learning Applications. Presentation to the Business Computing Directors (BCD) conference at MIT in Boston Massachusetts.

Shook, D. (2006). Technology-Enhanced Pedagogy: applications at USC Marshall. Presentation to the Business Computing Directors (BCD) conference in Stanford, California.

Shook, D. (2005). Winning the Data Wars: turning fifty warring islands of data into virtual data harmony. Presentation made to the AACSB Associate Dean's Conference in Atlanta, Georgia.

Shook, D. (2005). eLearning Approaches at USC Marshall. Presentation made to the USC Deans at the Provost's retreat in Marina del Rey, California.

Shook, D. (1989). Respondent for the Information Systems session, Network Analysis: Research Methods Part II, at the annual International Communication Association Conference in San Francisco, California.

Shook, D. (1988). Organizational media use: a structural perspective. Paper presented to the annual Academy of Management Conference in Anaheim, California.

Shook, D. (1988). Impacts of matrix symmetrization and pooled covariances in the examination of network centralities: a conceptual view of in-degree and out-degree as independent constructs. Paper presented to the annual Sunbelt Social Networks Conference in San Diego, California.

Shook, D. (1987). Media bandwidth as a determinant of organizational media usage. Paper presented to the annual Western States Mini-Conference at the University of California Santa Barbara.

Shook, D., and Finet, D. (1987). A dimensional analysis of centrality, trust and influence in organizational communication networks. Paper presented to the annual Sunbelt Social Network Conference in Clearwater, Florida.

Shook, D., and Rice, R. (1988). Task analyzability and routinism as determinants of voice messaging behaviors: a contingency theory approach. Paper presented to the annual International Communication Association in New Orleans.

Shook, D., and Rice, R. (1987). Understanding organizational media use: an information processing and media bandwidth approach. Paper presented to the annual Academy of Management Conference in New Orleans.

Finet, D., and Shook, D. (1987). The effects of centrality on trust and influence in organizational communication networks. Paper presented to the annual International Communication Association in Montreal, Canada.

Rice, R., and Shook, D. (1989). An analysis of voice messaging behavior and task environments in a large organization. Paper presented to the annual International Communication Association in San Francisco.

Rice, R., and Shook, D. (1989). Task analyzability, media use and effectiveness: a multi-site test of information richness theory. Paper presented to the annual international Communication Association in San Francisco.

Rice, R., and Shook, D. (1988). Organizational media usage: a multiple organizational examination. Paper presented to the annual International Communication Association in New Orleans.

Rice, R., and Shook, D. (1987). Access to and usage of integrated office systems: implications for organizational communication. Paper presented to the IFIP 6.5 International working Conference on Message Handling Systems in Munich, Federal Republic of Germany.

Rice, R., and Shook, D. (1986). Integrated office systems: the influence of access and usage on organizational communication. Paper presented to the International Communication Association in Chicago.

Rice, R., and Shook, D. (1986). End-user computing: access, usage and benefits. Paper presented to the annual American Society for Information Science in Chicago.

Rice, R., and Shook, D. (1986). Access to information systems: a model of indirect influences. Paper presented to the Western States Mini-Conference at the University of Southern California, Los Angeles.

TEACHING, PROGRAM AND COURSE DEVELOPMENT

Courses include MBA Core classes, graduate and undergraduate electives, classes for the Master of Medical Management program and executive development. Teaching highlights include:

- 4.89 on a 5.0 scale average teaching ratings for last five years
- 4.81 on a 5.0 scale overall average teaching ratings since 1993
- 10 teaching awards

Courses taught during this period include:

- GSBA 531 – Management of Information Technology (MBA Core)
- GSBA 550 – Information Systems Management (MBA PM Core)
- GSBA 590 – Directed Research
- GSBA 595 – Internship in Business
- GSBA 580 – Pacific Rim Experience (PRIME) (MBA Core)
- GSBA 582 – International Field Experience (GLOBE) (MBA PM Core)
- IOM 531 – End User Computing
- IOM 535 – Data Management
- IOM 431 – Computer-based Business Systems

- IOM 435 – Business Database Systems
- IOM 499 – Business Case Analysis (case competition preparation class)
- BUAD 490 – Directed Research

Master of Medical Management Program, (2000 - 2004). Founding faculty member and professor for the Master in Medical Management Degree program (a program of the Office of Executive Development, Marshall School of Business, USC). Served on the committee that designed and implemented the innovative "MMM" program, personally determined program content/structure related to the management of information technology, recruited/selected the instructors, worked with the rest of the committee to determine content area balance, loadings, and assignments, as well as created and taught specific sessions (currently an active professor in the program and manage the IT content area).

Pacific Rim Experience (PRIME) (1995-present). Country Desk Officer and professor in the Pacific Rim Experience (PRIME) international MBA program. One of the founding faculty members for the Prime program. Previously a faculty member for classes on, and trips to, Monterrey Mexico, Shanghai China, and Mexico City Mexico (currently Country Desk Officer for the Mexico City, Mexico – Havana, Cuba class). Responsibilities include: create the class content, recruit speakers, determine logistics and arrange for site visits and student projects with various firms and governmental agencies in both Mexico and Cuba.

MBA Core Information Systems (2002-2003). Co-developed and taught the full-time MBA Core class, GSBA 531 "Management of Information Technology."

Senior Option in Information Systems (1995-present). Manage and teach in the Information Systems Senior Option Concentration for Undergraduate Business majors. Responsible for curriculum design, administration, content and sequencing of the program.

Middle Management Development Classes (1996-1997) for Hughes Electronics Corporation in El Segundo, CA.

RESEARCH AND PUBLICATIONS

Although clinical appointments do not focus on research activity, I have authored or co-authored eight published papers and made 22 conference presentations on my research.

A citation analysis performed in October of 2003 located 94 citations to my research articles.

PUBLICATIONS

Clarke, P., Evans, S., Shook, D., Johanson, W. (2004). Information Seeking and Compliance in Planning for Critical Care: Community-Based Health Outreach to Seniors about Advance Directives (accepted to be published in 2004 in Journal of Health Communication).

Rice, R., et al. (1992). Task analyzability, use of new media and effectiveness: a multi-site exploration of media richness. *Organizational Science*, Vol. 3, No. 4, pp. 475-499.

Rice, R, and Shook, D. (1990). Relationships of job category and organizational level to use of communication channels, including electronic mail: a meta-analysis and extension. *Journal of Management Studies*, 27, 2, pp. 195 - 225.

Rice, R., and Shook, D. (1990). Voice Messaging, Coordination and Communication. In Galegher, J., Kraut, R., and Egido, C. (Eds.) *Intellectual Teamwork: Social and Technological Foundations of Cooperative Work*. New York: Praeger, pp. 327 - 350.

Rice, R., and Shook, D.(1988). Access to, usage of, and outcomes from, electronic messaging systems. *ACM: Transactions on Office Information Systems*, 6, 3, pp. 255 - 276.

Rice, R., and Shook, D.(1988). Access to and use of integrated office systems: implications for organizational communications. Message Handling Systems: State of the Art and Future Directions. Proceeding for the IFIP 6.5 International Working Conference on Message Handling Systems. Amsterdam, The Netherlands: North Holland Publishers.

Rice, R., Shook, D., and Sleeter, E. (1987). Management, Usage and Effects of Office Automation: A Brief Overview of Integrated Office Systems, Computer-Mediated Communication Systems, End-User Computing and Information Centers. Report published by the Teldoc Division of the Swedish Ministry of Telecommunications, Stockholm, Sweden.

Rice, R., and Shook, D.(1986). End-user computing: Access, usage and benefits. Proceedings of the 49th American Association for Information Sciences Annual Meeting. Medford, NJ: Learned Information.

PUBLISHED INTERVIEWS/QUOTATIONS/CITATIONS

Investor's Business Daily, January 20, 2004 "New Tech Products Mean New Tech Jobs," Brian Deagon.

COMMUNITY OUTREACH AND SERVICE

- **City of Los Angeles Technology & Education Summit (2008-present)**. Executive Board Member. Responsible for organizing the annual City of Los Angeles Technology & Education Summit.
- **IT Support for "Not for Profits" (2005-present)**. Solicit charitable and not-for-profit organizations as clients for database development done by graduate and undergraduate classes.
- **Nigerian Orphan School Computer Project (2005-2007)**. Organized collection and shipping of 50 complete computer systems to create a computer classroom for an orphan school in rural Nigeria.
- **Volunteer South Central Los Angeles Animal Shelter (2001-2007)**. Received training and volunteer at shelters to improve the lives of animals relegated to city shelters.
- **Animal Rescue (2001-present)**. Transport animals, feed, bedding, supplies, rescue deserted animals, create and distribute educational materials, fund animal spay/neuter, purchase pens and cages, provide foster homes, etc.

EDUCATION

1988 - Ph.D. Communication Research and Theory, Annenberg School for Communication, University of Southern California, Los Angeles, CA. Primary focus on information systems and computer-mediated communication systems. Dissertation title: A Structural Equivalence and Contingency Theory Perspective of Organizational Media Usage and Communication Performance: The Case of Voice Messaging.

1987 - M.A. Communication Research and Theory, Annenberg School for Communication, University of Southern California, Los Angeles, CA. Emphasis on information systems and computer-mediated communication systems.

1984–1988 - Doctoral Fellow at the Annenberg School for Communication, University of Southern California. Specializations and research included computer-mediated information systems, research methodologies, organizational communication, analysis of social networks and the determinants of organizational media adoption and usage.

1983 - B.A. English Literature/Journalism, emphasis in sociology and demographics, with honors, University of Michigan.