

# MADHU T. RAO

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## PROFESSIONAL ROLES

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<b>Associate Dean</b> Albers School of Business and Economics Seattle University, Seattle WA	July 2017 – Present
<b>Acting Executive Director</b> Center for Leadership Formation Albers School of Business and Economics	Aug 2019 – June 2020
<b>Associate Dean of Undergraduate Programs</b> Albers School of Business and Economics	July 2016 – June 2017
<b>Chair, Department of Management</b> Albers School of Business and Economics	July 2015- June 2016
<b>Associate Professor of Information Systems</b> Albers School of Business and Economics	July 2007 – present
<b>Assistant Professor of Information Systems</b> Albers School of Business and Economics	July 2001- June 2007
<b>Assistant Professor of Information Systems</b> Perdue School of Business Salisbury University, MD, USA	July 1997-June 2001
<b>Visiting Professor</b> Kogod School of Business American University, Washington DC	July 1996-June 1997
<b>Systems Analyst</b> Tata Consultancy Services, India	August 1990-May 1992

## LEADERSHIP AND INSTITUTION BUILDING

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### Key Leadership Roles

- Associate Dean, Albers School of Business and Economics** 2016-present
- Oversee undergraduate and graduate program offices as well as the technology specialist in the business school. Member of the Executive Committee and participate in the operational and strategic programs of the School, including AACSB accreditation. Act as the Dean's Designee as and when required for School, University, and external events and meetings.
- Chair of the Albers Co-Curricular Taskforce** 2021-present
- Lead a staff and faculty taskforce investigating and designing a mandatory co-curricular component to the current undergraduate program structure. The design is based on data collected from over 850 alumni, 150 students, and nearly 60 faculty and staff members.
- Chair of Undergraduate Foundations Assessment** 2020-2021
- Led a cross-disciplinary team of faculty members in assessing learning outcomes of the undergraduate business foundation.
- Acting (Interim) Executive Director, Center for Leadership Formation** 2019-2020
- Oversight of the admissions and operations of the Center for Leadership Formation and student success in the Leadership MBA and Executive Leadership Program. Managed the transition from one Executive Director to the next.
- Coordinator of St. Joseph's (India)– Albers Academic Relationship** 2017-2022
- Established (with others) and developed an academic relationship with the St. Joseph's College of Commerce (SJCC) and St. Joseph's Institute of Management (SJIM) in Bengaluru, India. The partnership includes joint business plan competitions, student exchanges, and joint faculty lectures and scholarship.
- Chair of the Management Department, Albers** 2015-2016
- Managed the operations of department and faculty resources to facilitate teaching, scholarship, and service responsibilities for the members of the Department. Areas of focus included conducting annual performance reviews of the faculty in the largest department in Albers, scheduling of sections, and monitoring the budget. Served on the Executive Committee as the department representative.
- Co-Chair of University Core Implementation Committee** 2012-2013
- Led the implementation process along with the Director of University Core of a radically new Core Curriculum across the Seattle University campus.
- Chair – Release Time and Performance Evaluations Taskforce** 2012-2013
- Chaired a team that evaluated the role compensated release time should play in annual performance reviews for faculty members

**Chair, Gleed Professorship Search Committee** 2012-13 and 2013-14

- Led a team to identify, interview, and recommend a two-year recipient for the prestigious Gleed Endowed Chair in a national search effort.

**Lead Organizer, Future Potential of IT** 2004

- Organized a state-wide event in collaboration with co-sponsor, Microsoft Corporation, geared primarily at encouraging girls in school to consider careers in information technology. The event featured talks by CIOs, founding members of Microsoft, and a recorded message from Bill Gates. One of the highlights was a raffle where the prize was one of the early Xboxes, signed by the original developers. Over 450 students across Washington State participated.

**Key Team Member Roles**

University

- Associate Dean's Council 2016-present
- Strategic Enrollment Committee 2021
- University Flex-Time Taskforce 2021
- University Test Optional Committee 2020
- Commencement Strategy Committee 2020
- Search Committees
  - o VP of University Advancement 2022
  - o Director, English Language Learning Center 2019
  - o Director of Admissions 2019
  - o Chief Information Officer (CIO) 2016
  - o Associate CIO
- SU Advance Internal Advisory Taskforce 2017-2020
- Year of the Teacher Committee 2016
- University Taskforce on Assessment 2016
- Health Sciences Advisory Group 2015
- President's Strategic Planning Council 2013
- University Core Revision Committee 2011-2012
- Presidential Steering Committee for OPUS Prize 2007-2008
- Undergraduate Honors Program Committee 2007
- Academic Assembly: Albers Representative 2006-2009
- Faculty Technology Committee: Albers Representative 2003-2006

School and Department

- Albers Strategic Planning Ongoing
- Albers Program Review Committees Ongoing
- Albers Core Revision Committee 2019-2020

- Albers Innovation Committee 2019
- Dean's Taskforce on Graduate Education 2012-2013
- IS Assessment Committee 2011-2013
- MBA Assessment Committee 2009-2011
- Search Committees – multiple staff and faculty
- Promoting Research Taskforce 2015
- Management Personnel Committee Ongoing

### Key Individual Roles and Contributions

- Welcome speaker, Washington Business Week 2019
- Facilitator, Panel on the Ethics of AI, Albers Ethics Week 2019
- Host, Indian Student Delegation from Bengaluru 2018, 2019
- Speaker, Accepted Students Open House 2014-2017, 2019
- Summer Freshmen Orientation Presentations
- Albers Graduate Name Reader, Commencement 2014-17, 2019
- Facilitator: New Faculty Orientation 2016-present
- Trainer for Voicethread : School of Theology and Ministry 2015
- Sullivan Leaders Presentations 2013, 2014, 2015
- Speaker: Fall Preview Day 2012, 2013, 2015
- Presenter at University User Forum for Canvas 2015
- TEDx Speaker (“Inadvertent Leaders”) 2013
- Faculty Speaker at Admitted Students event, Hawaii
- Faculty Speaker at Admitted Students event, California
- Facilitator, Academic Day Salon (*The Body*) 2005
- Facilitator, Academic Day Salon (*Engaging Justice*) 2004
- Presenter: Center for Excellence in Teaching and Learning (*Managing International Study Tours*) 2004

## TEACHING AND CURRICULUM EXPERIENCE

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### Albers School of Business and Economics Seattle University

July 2001 to present

#### Undergraduate

- *Information Systems in Business* (IS3150; previously ECIS315)
- *Object Oriented Analysis and Design* (ECIS464)
- *Business Data Communications* (ECIS469)

#### Graduate

- *Introduction to Information Systems and E-Commerce* (MBA560; previously ECIS560)
- *Object Oriented Analysis and Design* (ECIS564)
- *Global Information Technology Systems* (MBA 591)

- *Teams, Creativity, and Decision Making* (MBA5205 – Team Taught)

### **Executive**

- *Information Systems: The Role of Executives* (EMBA5530)
- *Healthcare Information Systems* (HEMB5535)
- *Capstone: Integrating Leadership and Business Practice*
- *Leadership for a Just and Humane World* (EXLR 5140)

### **Short-term Study Abroad Programs**

- **China** Study Tour (2002, 2004, 2006, 2008, 2010)
  - *Led over 150 students with five different faculty co-leaders to visit companies and universities in China. Cities included Beijing, Shanghai, Hangzhou, Suzhou, and Xian. Raised \$28,000 in scholarship funds through Expeditors Inc to ensure access to those who could not afford the trip.*
- **India** Study Tour (2009, 2011)
  - *Led over 50 students with TWO different faculty co-leaders to visit companies and universities in India. Cities included New Delhi, Agra, Bengaluru, Goa, and Mumbai.*
- **Chile and Argentina** Study Tour (2016)
  - *Led approximately 25 students with a co-leader to visit companies and universities in Chile and Argentina. Cities included Santiago, Valparaiso, and Buenos Aries*

### **Country-Specific Courses (MBA 5190)**

- *Global IT Sourcing: Focus China*
- *Global IT Sourcing: Focus India*
- *Global IT Sourcing: Focus Southern Cone*

### **Perdue School of Business Salisbury University**

June 1997-June 2001

### **Undergraduate**

- *Information Systems Concepts for Management (INFO 211)*
- *Business Systems Analysis (INFO 311)*
- *Database Management Systems (INFO 386)*
- *International Information Systems*

**Undergraduate**

- *Fundamentals of International Business*

**Graduate**

- *Management Information Systems*

**SCHOLARSHIP**

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***Journal Publications (refereed)***

Rao, M.T. & Prussia, G. (2021). Rethinking the business core curriculum: The case against calculus, *Journal of Education for Business*, DOI: 10.1080/08832323.2021.1991257.

Prussia, G., Willis, G., & Rao, M. T. (2019). Influences on Safety Consciousness in a Utility Company: A Sequential Mediation Model. *Journal of Safety Research*, Feb; (68), pp.119-129.

Rao, M. T. (2012). Control and Coordination of Information Systems in Multinational Corporations: An Empirical Examination of Subsidiary and Host Country Factors, *Journal of Global Information Technology Management*, 15:4, pp. 64-84

Arora, S. K., & Rao, M. T. (2009). Developing Global Leadership –a View from India. *Journal of Political Consulting and Policy Advice.*, 2(2), 335-343.

Rao, M. T., Brown, C. V., & Perkins, W. C. (2007). Host country resource availability and information system control mechanisms in multinational corporations: an empirical test of resource dependence theory. *Journal of Management Information Systems*, 23(4), 11-28.

Rao, M. T., Earls, T. W., & Sanchez, G. (2007). International collaboration in trans organizational systems development: The challenges of global insourcing. *Journal of Global Information Technology Management*, 10(3), 52-69.

Rao, M. T., Poole, W., Raven, P. V., & Lockwood, D. L. (2006). Trends, implications, and responses to global IT sourcing: a field study. *Journal of Global Information Technology Management*, 9(3), 5-23.

Rao, M. T. (2004). Key issues for global IT sourcing: country and individual factors. *Information systems management*, 21(3), 16-21.

Topi, H., Valacich, J. S., & Rao, M. T. (2002). The effects of personality and media differences on the performance of dyads addressing a cognitive conflict task. *Small group research*, 33(6), 667-701.

### ***Journal Publications (non-refereed)***

Rao, M. T., & Lockwood, D. (2006). From Group Assignment to Class E-business Project: A "Medical Rotation" Approach. *Academy of Educational Leadership Journal*, 10(1), 27-32

### ***Journal Papers in Review***

Rao, M. T. & Prussia, G. (2022). "Offshore Vendor Selection: Accelerera Software's Dilemma. *Journal of Case Studies* (under review),

### ***Scholarship in Progress***

Acculturative Influences on Virtual Team Performance

The Role of Mandatory Co-Curricular Activities in Developing Career-ready students in undergraduate business schools

### ***Book Chapters***

Rao, M. T. (2015). Collaboration in Global Intra-Organizational Systems Development Global Sourcing of Services: Strategies, Issues and Challenges.

Rao, M. T. (2013). Control and Coordination of Information Systems in Multinational Enterprises: Subsidiary and Host Country Factors. Under Review, *Global Information Technology Management* 5th Ed.

Rao, M. T. (2001). 'Control and Coordination of Information Systems in Multinational Corporations'. *Global IT and E-Commerce Issues for a New Millennium*.

### ***Conference Papers***

Rao, M. T. (2016). *Co-evolution and the Red Queen in Global IT Sourcing Ecosystems: An Examination of Competitive Hysteresis in Chinese and Indian IT Markets*. 7th Annual Global Business Conference 2016, Zagreb, Croatia.

Rao, M. T. (2014). *Collaboration Strategies for Information Technology Outsourcing Partners and Clients: Comparative Case Studies from India, The Ukraine, China, and Ireland*. 25th WBI International Business Research Conference, Cape Town, South Africa.

Rao, M. T. (2013). *Coordination Mechanisms in Offshore Chinese IT Development Teams: Effective collaboration in US-Chinese outsourcing relationships*. International Conference on Business Information Systems, Paris, France.

Rao, M. T. (2007). - *Trust in Global Virtual Teams: An Application of Integrated Social Contracts Theory*. Asia-Pacific Academy of Management and Business Conference. Singapore

Rao, M. T. (2006). *Formal and Informal IS Control Mechanisms in MNCs: A Test of Resource Dependence Theory*. 39th Hawaii International Conference on Systems Sciences, Maui, HI.

Rao, M. T. (2004). *When Cultures Mingle: Examining the Role of Acculturative Influences on Attitudes Toward Technology*. Global IT Management World Conference. San Diego, CA

#### **KEYNOTE ADDRESSES**

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IT Outsourcing in China vs. India: The Next Five Years. World Trade Club, Bellevue, Washington. 2010

IT Outsourcing: Certainties and Uncertainty. Association for Women in Computing, Seattle, Washington. 2004

The Effects of Globalization and Outsourcing on Washington State, World Trade Club, Seattle, Washington. 2004

#### **INVITED LECTURES**

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The Future of Global Technology, St. Joseph's College of Commerce, India, 2018

The Indian Tech Startup Ecosystem- Promise and Peril, St. Joseph's College, India 2017

Global Leadership in Developing Countries, Accenture Advanced Technology Lab, Bangalore, India, January 22, 2009.

Negotiating Trust in Global Virtual Teams, International Technology Forum, Palo Alto, CA, October 19-21, 2005.

Outsourcing and the Jobs Outlook in Washington State, Pierce County Career Connections Panel, Tacoma, WA, May 13, 2004

Global IT Sourcing and its Impacts on Washington State, Conference of the Society for Information Management, Seattle, WA, May 19, 2004

Global Outsourcing: Irreversible Megatrend? Western Washington Summit 2004, October 21, 2004



## **COMMUNITY AND PROFESSIONAL SERVICE**

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### **Seattle Shakespeare Company, Seattle**

2017-2021

- Served as the President and Chairperson on the governing Board of Directors for two years and as Vice president for the prior three years. The Company is a \$2 million not-for-profit theatre based out of the Seattle Center that stages classical plays including those of Shakespeare. It also has an educational wing introducing children across the state to bilingual performances, as well as summer theatre camps.

### **Member, Theatre Leaders Group (Seattle)**

2019-2021

- A group of Board Chairpersons for various Seattle theatre companies, including Seattle Shakespeare, the 5<sup>th</sup> Avenue theatre, Seattle Rep, ACT, and others. Focused on collaborating on improving the theatre ecosystem in Seattle.

### **Washington Middle School**

- Volunteer tutor for two middle school children who were struggling with science and mathematics. This was organized by the Seattle University Children's Literacy Project.

### **St George's Parrish School**

- Volunteer tutor for a 6<sup>th</sup>-grade girl from the Hmong community who had run away from home but returned after 3 months. She needed significant help in mathematics and science in order to graduate. This was organized by the Seattle University Children's Literacy Project.

### **Advisory Board Member, Society for Information Management (SIM), Seattle**

- SIM is a national organization of thousands of technology professionals, with a strong chapter in Seattle. My role was to provide an academic perspective to the direction of the chapter.

### **Advisory Board Member, International Academy for Management and Business**

- IAMB is an academic association dedicated to advancing the research, teaching, and practice of management in small conference settings.

### **Member of NSA Grant Team to establish Information Security Center at Seattle University**

- Worked with the Chair of Computer Science and a team of faculty at Seattle University to investigate the possibility of an Information Security Center.

## HONORS AND AWARDS

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**Beta Gamma Sigma Professor of the Year** **2008, 2015**

- Members of Beta Gamma Sigma are the top 10% of undergraduate and top 20% of graduate students in AACSB-accredited business schools. I am one of only three recipients in the Albers School of Business and Economics to receive this award more than once.

**Seattle University Justice Fellowship** **2006**

- Selected to study, learn, and discuss issues pertaining to Africa, African migration, and the African diaspora with a professor of African Studies in the College of Arts and Science

**Best Paper Nominee, Hawaii International Conference on System Sciences** **2006**

- Paper related to work on the influence of resource dependence on control and coordination of system in multinationals nominated among 100s presented at conference

## GRANTS

**Seattle University Global Grant (\$5350)** **2020**

- To further concretize the relationship with St. Joseph's in Bengaluru, India and explore the possibility of a joint co-curricular activities creating direct links between business undergraduates in India and Seattle. Builds upon a 2018 Global Grant.

**Seattle University Global Grant (\$15,700)** **2018**

- Principal coordinator on a proposal for two faculty members and three senior staff from the Albers School of Business and Economics to travel to Bengaluru, India. The team worked with staff and faculty from the three major St. Joseph's institutions in formalizing ongoing projects, expanding opportunities for new ventures, and establishing direct contact between specific individuals with similar responsibilities in their respective institutions. It remains the only project in Albers that afforded staff international experiences.

**PMI China Research Grant (\$5000)** **2012**

- First-ever recipient of the Pacific Market International (PMI) China Research Grant to study mechanisms of coordination in Chinese IT outsourcing firms.

**Northwest International Business Educators Network (NIBEN) (\$5000)** **2010**

- Funding to develop an integrated business case study on IT outsourcing to be used at universities across the region

**Endowed Mission Fund Grant (\$1200)****2007**

- Partially funded a study of the use of information technology to support sustainable development in Tanzania.

**RATEC/SIM Study of Outsourcing in Washington (\$16,000)****2004**

- Principal Investigator on a grant to study the impact of outsourcing on Washington State. Work presented at multiple professional events in the states, as well as on television and newspaper.

**Summer Research Grants**

- Seattle University Grant in 2007
- Albers Grants in 2001, 2002, and 2005

**EDUCATION**

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<b>PhD</b>	Information Systems (Minor: Global Business) <b>Kelley School of Business</b> Indiana University, Bloomington, USA	2000
<b>ME</b>	Systems and Information <b>Birla Institute of Technology and Science</b> Pilani, India	1990
<b>MMS</b>	Management Studies <b>Birla Institute of Technology and Science</b> Pilani, India	1988
<b>MSc</b>	<b>Chemistry</b> <b>Birla Institute of Technology and Science</b> Pilani, India	1988