BOARD OF TRUSTEES
THE UNIVERSITY OF NORTH CAROLINA AT GREENSBORO

ACTION ITEM
Request to Establish the McDowell Research Center for Global Information Technology Management.

BACKGROUND INFORMATION
Establishing a research Center for Global Information Technology Management has been a goal of the Bryan School for the past five years and a major goal for our capital campaign. We are delighted that Robert and Lissa McDowell have seen the value of this research center and committed $2,262,500 to fund it with $52,500 current use funds over the next five years and a planned gift of $2M to endow the Center. The Bryan School will provide additional funding from discretionary funds during the first five years with the expectation that by then the Center will have become sufficiently established to generate its operating budget from additional donations and extramural grants and contracts.

The Center’s mission will be to support and stimulate the application of information technology in organizations worldwide, with an emphasis on the Piedmont Triad region, North Carolina, and the United States. Research projects will focus on contemporary issues facing companies worldwide. Simultaneously, the Center will contribute to the IT-related industry clusters in the Triad region, thereby aiding in the economic development and business environment of affected firms. The Center will offer programs targeted to both for-profit and non-profit organizations.

Consistent with the mission, the specific goals are:

- to conduct and distribute timely and relevant research in information technology that has practical applications and supports the needs of business,
- be a primary resource for students and organizations for information technology education and training, and
- in the process, provide information and resources to organizations in the planning, application, and management of information technology.

The Center has the requisite expertise and is prepared to address applications of global IT issues in various domains. At the outset, privacy and security, IT in healthcare, electronic commerce, and supply chain management will be the primary research focus areas.

The Center will build on significant expertise already in place in UNCG’s Bryan School of Business and Economics, including world-renowned faculty, a new and dynamic Ph.D. program, two quarterly journals devoted to IT management issues and an annual conference that attracts worldwide participants and recognition. Much of the requisite expertise and knowledge exists in the Information Systems and Operations Management Department, and other departments in the Bryan
School will be able to provide additional contributions. A world-class Research Consortium of international experts from both within and outside of the United States will complement the Bryan School faculty. The role of the consortium experts is to support the Center by advising, providing resources, furnishing information, and conducting research related to their expertise area and represented region. The consortium will create a virtual network organization, where world expertise can be tapped readily to address the concerns of member organizations. In addition, an Advisory Board will be formed to continuously advise the center on its direction and specific projects.

RECOMMENDED ACTION
It is recommended that the Board of Trustees of The University of North Carolina at Greensboro approve the establishment of the McDowell Research Center for Global Information Technology Management.

A. Edward Uprichard
Provost and Vice Chancellor for Academic Affairs
Form A

Request to ESTABLISH an Institutional Center or Institute

Within two years of receipt of permission to plan, the proposed center/institute must submit a request to establish as indicated below. Submit three copies of all materials to the Associate Provost for Research and Public / Private Sector Partnerships, Provost’s Office, 201 Mossman, Campus.

Contact Information:

Name: James Weeks  
Title: Dean, Bryan School of Business and Economics  
Campus Address: 401 Bryan Building  
Campus Telephone: 334.5338  
FAX number: 334.4044  
E-Mail address: Jim_Weeks@uncg.edu

I. General Information

Proposed Name of Center/Institute:

McDowell Research Center for Global Information Technology Management

Date Approval to Plan granted (attach copy of approval letter):

March 12, 2007

Organizational structure

Center

Proposed Status

Institutional (UNCG campus only). Complete this form.

Type of Center / Institute

Research

II. State the proposed mission of the center or institute.

The Center’s mission will be to support and stimulate the application of information technology in organizations worldwide, with an emphasis on the Piedmont Triad region, North Carolina, and the United States. Research projects will focus on contemporary issues facing companies worldwide. Simultaneously, the Center will contribute to the IT-related industry clusters in the Triad region, thereby aiding in the economic development and business environment of affected firms. The Center will offer programs targeted to both for-profit and non-profit organizations.

III. Explain how the proposed name of the center or institute accurately reflects the scope of the mission of the center or institute.

A major portion of the funding for the center is being provided by Robert McDowell (Vice President at Microsoft) and Lissa McDowell. They have committed funding in the amount of $2,262,500 to name the Center for Global Information Technology Management, which was included as one of the Bryan School’s funding priorities in the Students First Campaign. $2 million of this gift will be in the form of a planned gift to endow the Center; the remaining $262,500 will be paid in cash to provide operating funds for the Center over the next five years at $52,500/year. To date, $37,500 has already been received. The Bryan School will provide additional funding for
the operation of the Center and there is an expectation of partial funding from external grants and contracts and additional donations to support the Center once it becomes fully operational.

The center will address global issues related to business management and information technology (IT) as companies in the Triad and elsewhere expand and compete internationally.

IV. Describe the relevance of the mission of the proposed Center / Institute to the UNCG mission, including any impact upon the existing academic departments, school, centers, and institutes.

UNCG places an explicit and strong emphasis on international programs and globalization of its students and faculty. Its mission states: The University of North Carolina at Greensboro is a diverse, student-centered research university, linking the Triad and North Carolina to the world through learning, discovery, and service. Thus linking the Triad and North Carolina to the world is critical to the university’s mission. The center will examine research issues related to business management and information technology (IT) in a global context.

The Center will build on significant expertise already in place in UNCG’s Bryan School of Business and Economics, including world-renowned faculty, a new and dynamic Ph.D. program, two quarterly journals devoted to IT management issues and an annual conference that attracts worldwide participants and recognition. Much of the requisite expertise and knowledge exists in the Information Systems and Operations Management Department, and other departments in the Bryan School will be able to provide additional contributions.

The center holds enormous potential for UNCG. A distinctive global center with UNCG’s unique competencies is rare not only in the U.S. but also worldwide. Establishing a Research Center and embarking on research that can be directly applied to the current needs of businesses is certain to attract international attention and bring acclaim to the University. Further, a distinctive research center will attract attention to our Ph.D. program, which will help recruit both high-quality faculty and students. As our expertise and recognition grow, UNCG will become more competitive for external grants and contract funding, further enhancing our capabilities.

V. Provide a vision statement for the proposed center/institute.

The proposed center would be among the leading resources in the nation and the world, for research and education related to business and management aspects of global information technology.

VI. Provide a five-year list of the specific goals of the proposed center/institute.

Consistent with the mission, the specific goals are:

- conduct and distribute timely and relevant research in information technology that has practical applications and supports the needs of business,
- be a primary resource for students and organizations for information technology education and training, and
- in the process, provide information and resources to organizations in the planning, application, and management of information technology.

The Center has the requisite expertise and is prepared to address applications of global IT issues in various domains. At the outset, the following focus areas will receive priority, both in the national and international context.

- Privacy and Security

  Advances in information technology have made it possible for detailed information about people to be compiled and shared more easily and cheaply than ever. That has produced many benefits for society as a whole and for individual consumers. However, these benefits can be compromised if there are no safeguards to secure the information and protect its privacy. Numerous technology and management issues need to be continually examined.
IT in Healthcare

While late in adopting, attention to the use of information technology in healthcare is intensifying, with President George W. Bush calling for widespread adoption of electronic medical records (EMRs) within the next ten years. In addition to digitizing the information that providers use to care for their patients within organizations, clinicians, patients, and policymakers are looking ahead to securely sharing appropriate information electronically among organizations. The opportunities for IT application in healthcare are endless.

Electronic Commerce

Much research has focused on the usage of the Internet and e-commerce. Yet, Internet usage could be considered an exemplary example of IT underutilization. Despite the growing number of online users, the Internet is far from achieving its potential as the true e-marketplace of the future due to the reluctance of consumers to engage in transactions over the Internet. Many factors need to be examined both from business and consumer perspective such as trust, relationship development, and technology in the widespread use application of electronic commerce.

Supply Chain Management

Supply chain management is the process of planning, implementing, and controlling the operations of the supply chain of a firm with the purpose to satisfy customer requirements as efficiently as possible. Supply chain management spans all movement and storage of raw materials, work-in-process inventory, and finished goods from point-of-origin to point-of-consumption. Today’s supply chains are increasing complex and international in scope, and require much strategy and planning. The intersection of IT and supply chains is of increasing importance to organizations.

VII. Describe how productivity will be evaluated.

Several of the following measures will be used for measuring productivity:

- Number of research articles published in journals.
- Number of articles in conference proceedings
- Number of working papers
- Number of seminars/workshops organized or sponsored
- Number of external grants and contracts proposals and awards
- Number of conferences and attendees at conferences organized or sponsored.
- Number of UNCG faculty supported by the center
- Number of UNCG doctoral students supported by the center
- Number of Triad experts utilized by the center
- Number of faculty/experts nationally utilized by the center
- Number of faculty/experts internationally utilized by the center
- Development of a comprehensive web portal and its utilization
- Development of new courses on emerging IT topics
- Development of educational material
- Journals sponsored and distributed by the center
- Books published and distributed by the center
- Continued donor support after five year commitment

VIII. If relationships with the external community are a part of the vision of the proposed Center/Institute, describe how this will occur and how its effectiveness will be measured.

Links will be established with Triad area organizations and their broad participation is expected. Initially, executives from such organizations will be invited to serve on an Advisory Board. The Board will continuously advise the center on its direction and specific projects.

IX. Provide information about the proposed director.
The Center Director will be Dr. Prashant Palvia, Director of the Information Systems Ph.D. Program and Joe Rosenthal Excellence Professor. His initial term of appointment will be for four years.

X. Describe any proposed advisory or policy boards.

An Advisory Board will be formed. It will meet at least once a year. Its purpose will be to continuously advise the center on its direction and specific projects. Possible members of the Board include: Dean of the Bryan School of Business & Economics and selected faculty members from the Bryan School, Robert McDowell, national and international leaders in global IT, and Triad area executives including selected members of the Department of Information Systems and Operations Management Board.

The Center also plans to develop a world-class Research Consortium of international experts from both within and outside of the United States. An informal consortium is already in place, which will be expanded and formalized. The consortium would have unique strengths in that the experts are drawn from all continents of the world and represents organizations from academia, industry, and government. The role of the consortium experts is to support the Center by advising, providing resources, furnishing information, and conducting research related to their expertise area and represented region. The consortium creates a virtual network organization, where world expertise can be tapped readily to address the concerns of member organizations.

XI. Attach the proposed center/institute’s organizational chart. Clearly explain, on the chart or in written form, the relationship of the center or institute to any academic units.

The center will report to the Dean of the Bryan School of Business & Economics (or the Associate Dean for Research and Graduate Programs). It will have a dotted line relationship with the Information Systems and Operations Management Department. It will work closely with the Advisory Board and the Research Consortium. The Director will be supported by an Administrative Assistant. In the long run, with more funding, an Associate Director position will be added.
XII. Supply budget estimates for the first year of operation, projections for the following four years, and anticipated sources of funding. Justify items included on the budget.

The budget for the first year of center operation is shown below. A major portion of the funding is being provided by Robert McDowell (Vice President at Microsoft) and Lissa McDowell. They have committed funding in the amount of $2,262,500 to name the Center for Global Information Technology Management. $2 million of this gift will be in the form of a planned gift to endow the Center; the remaining $262,500 will be paid in cash to provide operating funds for the Center over the next five years at $52,500/year. To date, $37,500 has already been received. The Bryan School will provide additional funding for the operation of the Center.

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1. Rather than using the salary of the Director, the cost of a part-time instructor is being used.
2. Represents one month summer salary
3. An Associate Director will not be hired for the first two years. If hired, depending on additional funding, the summer support will be $10,000 per year.
4. The tuition waiver will come from the Bryan School’s Graduate School allocation and is not included in the budget. Only the assistantship amount above the tuition waiver is included.

The center director will maintain some flexibility in allocating funds between the above or any new categories. The center is fully funded for five years at the first year level, as indicated above. However, a 5% increase is expected every year. We anticipate raising this modest amount from a variety of external and internal sources.

XIII. Explain immediate space needs and project space needs for the next five years.

During the first year of the start-up of the Center, no additional space is required. However, once the Center is established, the following space will be needed: a Center suite with two offices for the Directors, a reception area for the administrative staff, and a work space for one to two graduate assistants. The expansion of the Dean’s Suite will necessitate taking one of the suites used for departmental offices or for office of the Center for Global Business and Education and Research. Once the Department of Mathematics and Computer Science space is available, the Center could be located on that space.

XIV. Describe how a website will be maintained.

The website will be created by a doctoral graduate student in the department of Information Systems & Operations Management. Thereafter, it will be maintained by the IT staff at the Bryan School of Business & Economics.
DATE: March 26, 2007

TO: Dr. Rosemary C. Wander
    Associate Provost for Research and Public/Private Sector Partnerships

FROM: Jim Weeks, Dean
      Bryan School of Business and Economics

RE: Request to establish the McDowell Research Center
    for Global Information Technology Management

    I am attaching three copies of the Request to Establish the “McDowell Research Center for Global Information Technology Management” at UNCG. If approved by you, the Provost, the Chancellor, and the Board of Trustees in time, the desired start date for the center is May 1, 2007. The approval to plan was earlier granted by Provost Uprichard on March 12, 2007 (copy attached).

    Thank you for your consideration and please let me know if there are any questions.
MEMORANDUM

TO: James Weeks, Dean
   Bryan School of Business and Economics

FROM: A. Edward Uprichard
       Provost and Vice Chancellor for Academic Affairs

SUBJECT: Request to Plan the McDowell Research Center for Global Information Technology Management

March 12, 2007

I am writing to approve the attached request for permission to plan the McDowell Research Center for Global Information Technology Management at The University of North Carolina at Greensboro. It would be possible to submit the request for permission to establish the Center to the Board of Trustees at their April 2007 meeting. Please proceed with developing the establishment request as per the Institutional Centers and Institutes General Guidelines/Procedures and contact Rosemary Wander if you have any questions. Thank you.


Attachment

c: Rosemary Wander
DATE: February 27, 2007

TO: Dr. Edward Uprichard, Provost

FROM: Jim Weeks, Dean

RE: Request to plan a UNCG Center

By this memo, I am seeking authorization for planning a UNCG Center, namely the McDowell Research Center for Global Information Technology Management.

Background
Robert and Lissa McDowell have committed funding in the amount of $2,262,500 to name the Center for Global Information Technology Management, which was included as one of the Bryan School’s funding priorities in the Students First Campaign. $2 million of this gift will be in the form of a planned gift to the endow the Center; the remaining $262,500 will be paid in cash to provide operating funds for the Center over the next five years at $52,500/year. To date, $37,500 has already been received. The Bryan School will provide additional funding for the operation of the Center. The desired start date for the Center is May 1, 2007.

Description
The application of information technology in organizations is challenging and complex due to a multitude of factors, including the vast advances in the technology itself, the brisk pace of globalization, the role of emerging economies, and the turbulent competitive environment. The proposed center will bring together experts from across the globe to address business- and society-related information technology challenges faced by companies as they expand globally.

Mission
The Center’s mission will be to support and stimulate the application of information technology in organizations worldwide, with an emphasis on the Piedmont Triad region, North Carolina, and the United States. Research projects will focus on contemporary issues facing companies worldwide. Simultaneously, the Center will contribute to the IT-related industry clusters in the Triad region, thereby aiding in the economic development and business environment of affected firms. The Center will offer programs targeted to both for-profit and non-profit organizations.

Goals
conduct and distribute timely and relevant research in information technology that has practical applications and supports the needs of business,
be a primary resource for students and organizations for information technology education and training, and
in the process, provide information and resources to organizations in the planning, application, and management of information technology.

The Center will build on significant expertise already in place in UNCG’s Bryan School of Business and Economics, including world-renowned faculty, a new and dynamic Ph.D. program, two quarterly journals devoted to IT management issues and an annual conference that attracts worldwide attention. The center would have the requisite expertise and is prepared to address applications of IT in various domains. At the outset, the following focus areas will receive priority both at the national and international levels.

Privacy and Security
IT in Healthcare
Electronic Commerce
Supply Chain Management

Type of Center
This will be a research center with an emphasis on applied research.
Reporting Structure
The Center will have a Director. The Director will report to the Dean of the Bryan School of Business & Economics.

External Funding
As noted above, initial funding has been secured from private donors. These funds will be supplemented with funds currently available at both the department and the school level.

Importance to UNCG
The Research Center holds enormous potential for UNCG. A distinctive Center with UNCG’s unique competencies does not exist anywhere in the world today. Establishing a Research Center and embarking on research that can be directly applied to the current needs of businesses is certain to attract international attention and bring acclaim to the University. Further, a distinctive research center will attract attention to our Ph.D. program, which will help recruit both high-quality faculty and students. As our expertise and recognition grow, UNCG will become more competitive for external grant and contract funding, further enhancing our capabilities.

The Research Center will also support the local economy and extend the University’s resources to benefit area businesses. Through the work of the Research Center, the University will extend its IT capabilities to support the development of IT-related industry clusters, particularly those in the much-touted logistics and supply chain sectors. As these businesses thrive and grow, UNCG will not only help address pressing business issues, but will also provide highly qualified students and graduates to meet increased staffing needs.