

MADHU T. RAO

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EDUCATION

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

PROFESSIONAL ROLES

Academic Dean Anderson College of Business and Computing Regis University, Denver CO	January 2024– Present
Associate Dean Albers School of Business and Economics Seattle University, Seattle WA	July 2017 – December 2023
Acting Executive Director Center for Leadership Formation Albers School of Business and Economics	Aug 2019 – June 2020
Associate Dean of Undergraduate Programs Albers School of Business and Economics	July 2016 – June 2017
Chair, Department of Management Albers School of Business and Economics	July 2015- June 2016
Professor of Information Systems Albers School of Business and Economics	July 2023 – present

Associate Professor of Information Systems Albers School of Business and Economics	July 2007 – 2022
Assistant Professor of Information Systems Albers School of Business and Economics	July 2001- June 2007
Assistant Professor of Information Systems Perdue School of Business Salisbury University, MD, USA	July 1997-June 2001
Visiting Professor Kogod School of Business American University, Washington DC	July 1996-June 1997
Systems Analyst Tata Consultancy Services, India	August 1990-May 1992

TEACHING AND CURRICULUM EXPERIENCE

Undergraduate

- *Information Systems in Business*
 - *Object Oriented Analysis and Design*
 - *Business Data Communications*
- July 2001 to present

Graduate

- *Introduction to Information Systems and E-Commerce*
- *Object Oriented Analysis and Design*
- *Global Information Technology Systems*
- *Teams, Creativity, and Decision Making*

Executive

- *Information Systems: The Role of Executives*
- *Healthcare Information Systems*
- *Capstone: Integrating Leadership and Business Practice*
- *Leadership for a Just and Humane World*

Short-term Study Abroad Programs

- **China** Study Tour (2002, 2004, 2006, 2008, 2010)
 - *Led over 200 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, 2023)
 - *Led over 75 students with three 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 Aires*

Country-Specific Courses

- *Global IT Sourcing: Focus China*
- *Global IT Sourcing: Focus India*
- *Global IT Sourcing: Focus Southern Cone*
- *The Unexpected and Surprising Rise of India*

Perdue School of Business Salisbury University

June 1997-June 2001

Undergraduate

- *Information Systems Concepts for Management*
- *Business Systems Analysis*
- *Database Management Systems*
- *International Information Systems*

Kogod School of Business American University

June 1996-June 1997

Undergraduate

- *Fundamentals of International Business*

Graduate

- *Management Information Systems*

Journal Publications (refereed)

Rao, M. T. & Prussia, G. (2024). "Offshore Vendor Selection: Accelerate Software's Dilemma. Journal of Case Studies

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

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

Technology Transfer for Development

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.

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.

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

KEYNOTE ADDRESSES

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

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

LEADERSHIP AND INSTITUTION BUILDING

Academic Dean, Anderson College of Business and Computing 2024-present

- Responsibility for the faculty, staff, students, and programs of the Anderson College of Business and Computing at Regis University in Denver CO. Ensure quality of undergraduate and graduate programs, enrollment projects, staffing, and donor relations.

Associate Dean, Albers School of Business and Economics 2016-2023

- 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 Co-Curricular Taskforce

2022-2023

- 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

- 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.

COMMUNITY AND PROFESSIONAL SERVICE

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 5th 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 6th-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

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.

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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