

Susan A. Sherer

Kenan Professor of Information Technology Management
Director, Center for Value Chain Research
Lehigh University
College of Business and Economics
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EDUCATION

Ph.D., Decision Sciences, 1988, Wharton School, University of Pennsylvania
Dissertation: "Methodology for the Assessment of Software Risk"

Master of Science, Operations Research, 1986, Wharton School, University of Pennsylvania

Master of Science, Industrial Engineering, 1975, State University of New York at Buffalo

Bachelor of Science, Summa Cum Laude, 1973, Mathematics/Physics, State University of New York at Albany

ACADEMIC EXPERIENCE

Professor of Information Systems, Lehigh University, 2000-Present

Teaching Responsibilities: *Undergraduate* e-Business systems, Information systems practicum, *Graduate*: e-Business enterprise applications, Managing the IS resource

Associate Professor, Lehigh University, 1994-2000

Taught: *Undergraduate*: Business computing, Managing information systems development, Introduction to business, Information systems practicum
Graduate: Managing information, Strategic information systems

Assistant Professor, Lehigh University, 1988-1994

Taught *undergraduate* and *graduate* operations management, *graduate* strategic information systems.

Instructor, Lehigh University, 1987-1988

Taught *undergraduate* operations management.

Teaching Assistant, University of Pennsylvania, 1984-1986

Taught *graduate* quantitative methods, Wharton MBA program

Adjunct Lecturer, Temple University, 1982-1984

Taught *undergraduate* operations management.

BOOKS

Sherer, Susan A. *Software Failure Risk: Measurement and Management*, Plenum Publishing, New York, 1992.

REFEREED JOURNAL ARTICLES

Alter, Steven and Sherer, Susan A. (2004), "A General, but Readily Adaptable Model of Information Systems Risk", *Communications of AIS*, forthcoming.

Sherer, Susan A. and Alter, Steven (2004), "Information Systems Risks and Risks Factors, are they Mostly about Information Systems? *Communications of AIS*, forthcoming.

Sherer, Susan A. (2003). "Critical Success Factors for Manufacturing Networks as Perceived by Network Coordinators," *Journal of Small Business Management* (41, 4), October 2003, 325-345.

Sherer, Susan A; Kohli, Rajiv; and Baron, Ayelet (2003). "IT Investment Payoff and Complementary Changes: A Case Study in Managing Organizational Change at Cisco Systems," *Information Systems Frontiers*, (5, 3), July 2003, 321-333.

Kohli, Rajiv, Sherer, Susan A., and Baron (2003). Ayelet, IT Investment Payoff in eBusiness Environments: Research Issues, *Information Systems Frontiers*, (5, 3), July 2003, 239-247.

Serva, Mark; Sherer, Susan; and Sipior, Janice (2003). "When Do You ASP? The Software Life Cycle Control Model", *Information Systems Frontiers*, (5, 2), April 2003, 219-232.

Kohli, Rajiv, and Sherer, Susan A (2002). "Measuring Payoff of Information Technology Investments: Research Issues and Guidelines," *Communications of AIS* 9, 14, October 2002, 241-268.

Sherer, Susan (2002). "Academic Department of Information Systems Faculty in the U.S.", *Journal of Information Systems Education* 13, 2, Summer 2002.

Chowdhury, Naser; Sherer, Susan A.; and Ray, Manash (2001). Realizing IT Value at Air Products and Chemicals," *Communications of AIS* 7, 23 (December 2001).

Sherer, Susan A., and Adams, Bill (2001). "Collaborative Commerce: The Role of Intermediaries in e-Collaboration," *Journal of Electronic Commerce Research* 2,2 (May 2001).

Sherer, Susan A. (1999). "Information Systems in Manufacturing Networks," *International Journal of Electronic Commerce*, 4,1 (Fall 1999), 23-44.

- Sherer, Susan A. (1999). "The Integration of Library, Telecommunications, and Computing Services in a University," *Annals of Cases on Information Technology Management in Organizations*, 1, 200-212.
- Sherer, Susan A. (1997). "Using Risk Analysis to Manage Software Maintenance," *Software Maintenance: Research and Practice*, 9, 345-364.
- Sherer, Susan A. (1996). "Statistical Software Testing using Economic Exposure Assessment," *Software Engineering Journal*, 11, 5 (Sep. 1996), 293-298.
- Sherer, Susan A. (1995). "Software Fault Prediction," *Journal of Systems and Software*, 29, 97-105.
- Sherer, Susan A. (1994). "Measuring Software Failure Risk: Methodology and an Example," *Journal of Systems and Software*, 25, 257-265.
- Sherer, Susan A. and Paul, Jack W. (1993). "Focusing Audit Testing on High Risk Software Modules: A Methodology and an Application," *Journal of Information Systems*, 7, 2 (Fall 1993), 65-84.
- Sherer, Susan A. (1993). "Purchasing Software Systems: Managing the Risk," *Information and Management*, 24, 257-266.
- Sherer, Susan A. (1991). "A Cost-Effective Approach to Software Testing," *IEEE Software* (March 1991), 34-40.

INVITED ARTICLES

- Sherer, Susan A. (2002). "Consider the Consequences: Risk-Based Testing Strategies", *Cutter IT Journal* (August 2002), 12-16, reprinted as Chapter 7 of *The Politics of Software Testing*, Cutter Consortium, 2003.
- Sherer, Susan A. and Clemons, Eric K. (1990). "The Use of Software Risk Assessment in Testing and Maintenance," in *Software Maintenance and Computers*, Longstreet, David H. (ed.), IEEE Computer Society Press, Los Alamitos California, 156-165.

REFEREED INTERNATIONAL AND NATIONAL PROCEEDINGS

- Kohli, Rajiv, and Sherer, Susan A. (2004) "Coordination Begins at Home: Measuring Coordination Complementarities in Supply Chain Environments", Proceedings of the Tenth Americas Conference on Information Systems, New York, New York, August 2004.

- Sherer, Susan A (2004). "IS Project Selection: the Role of Strategic Vision and IT Governance," *Proceedings of 37th International Conference on Systems Sciences*, January 2004.
- Sherer, Susan A. (2004). "Managing Risk Beyond the Control of IS Managers: The Role of Business Management," *Proceedings of 37th International Conference on Systems Sciences*, January 2004.
- Sherer, Susan A; Ray, Manash R.; and Chowdhury, Naser M. (2002). "Assessing Information Technology Investments with an Integrative Process Framework," *Proceedings of 35th International Conference on Systems Sciences*, January 2002.
- Roberts, Timothy; Kohli, Rajiv; Sherer, Susan A. (2001). "Measuring Collaborative Planning, Forecasting and Replenishment (CPFR) Systems Payoff: A Case Study," *Proceedings of AMCIS 2001*.
- Sherer, Susan A. (2000). "Information Systems in Academia: Where are the Faculty?" *Proceedings of AMCIS 2000*.
- Sherer, Susan A. (1998). Manufacturing Networking: The Role of Trust Intermediaries and Interorganizational Information Systems," *Effective Utilization and Management of Emerging Information Technologies*, Khosrowpour, M. (ed.), Proceedings of 1998 Information Resources Management Association International Conference, Idea Group Publishing, Pennsylvania, 1998, 32-40.
- Sherer, Susan A. (1997). "The Risky Business of Managing Information Systems," *Proceedings of Association for Information Systems 1997 Americas Conference*, August 1997, 18-20.
- Sherer, Susan A. (1997). "Interorganizational Information Systems in Support of Manufacturing Networking," *Proceedings of 30th Annual International Conference on Systems Sciences*, January 1997.
- Sherer, Susan A. (1995). "Risk in Interorganizational Information Systems," *Proceedings of the First Americas Conference on Information Systems*, August 1995, 14-16.
- Sherer, Susan A. (1995). "The Three Dimensions of Software Risk: Technical, Organizational, and Environmental," *Proceedings of the 28th Annual International Conference on System Sciences*, January 1995, 369-378.
- Sherer, Susan A. (1992). "Cost Benefit Analysis and the Art of Software Maintenance," *Proceedings of the 1992 IEEE Conference on Software Maintenance*, November 1992, IEEE Computer Society Press, 70-77.
- Sherer, Susan A. (1992). "Assessing the Risk of Software Failure in a Funds Transfer Application," *Proceedings of the International Conference on System Sciences*, January 1992, 602-611.

Sherer, Susan A. (1991). "Predicting Software Faults," *Proceedings of the Decision Sciences Institute 22nd Annual Meeting*, November 1991, 733-735.

Sherer, Susan A. (1990). "Determining the Cost Effectiveness of Software Testing," *Proceedings of the Decision Sciences Institute 21st Annual Meeting*, November 1990, 1106-1108.

Sherer, Susan A. (1989). "Measuring the Risk of Software Failure: A Financial Application," *Proceedings of the 10th International Conference on Information Systems*, December 1989, 237-245.

Sherer, Susan A. and Clemons, Eric K. (1987). "Software Risk Assessment," *AFIPS Conference Proceedings*, 56 (June 1987), 701-707.

REGIONAL PROCEEDINGS, ABSTRACTS, OTHER PUBLICATIONS

Sherer, Susan A and Ray, Manash (2003). "IT Benefits Realization," *Proceedings of IT Investment Workshop*, Temple University Irwin L. Gross eBusiness Institute, October 2003.

Sherer, Susan A. (1993). "Using Neural Networks to Predict Software Faults: A Preliminary Study," *Proceedings of the Northeast Decision Sciences Meeting*, April 1993, 197-199.

Sherer, Susan A. and Paul, Jack W. (1991). "Assessing the Risk and Financial Consequence of Failure in an Audit Engagement," *Proceedings of American Accounting Association 1991 Mid-Atlantic Regional Meeting*, April 1991, 1.

Sherer, Susan A. (1992). Book Review: Checkland, P. and Scholes, J. *Software Systems Methodology in Action* (1990), *Interfaces* (Jan-Feb. 1992), 181.

Sherer, Susan A. (1991). Book Review: Lucas, H., Ginzburg, M., and Schultz, R. *Information Systems Implementation: Testing a Structural Model* (1990), *Interfaces* (Sep.-Oct. 1991), 88-89.

WORKING PAPERS

Sherer, Susan A. "From Supply Chain Management to Value Network Advocacy: Implications for e-Supply Chains", revise and resubmit to *Supply Chain Management*.

Sherer, Susan A. and Yao, Yuliang, "Which Move to the Middle: Industry Consortia or Private Exchanges?"

SEMINARS/PRESENTATIONS

- Tutorial on Measuring the Payoff from IT Investments, with Rajiv Kohli, AMCIS 2002.
- “Can IT be Justified on Faith Alone?” Panel organizer and chair, Philadelphia chapter of Society of Information Management, October 2000.
- “The Nature of the University in the Information Age,” presentation at Lehigh University Presidential Inaugural Dinner, 1999.
- “Does the IT Curriculum Meet Your Needs?” Panel presentation to Philadelphia chapter of Society of Information Management, 1999.
- “The BIS Curriculum,” Presentation at Career Services Luncheon, 1998.
- “Research Issues in Knowledge Based Enterprises,” Center for Innovation Management Studies Corporate Sponsor Meeting, 1998.
- “Reinventing the Corporation for the 21st Century: Technology Issues,” Moderator of Panel, Lehigh University Global Economy Conference, 1997.
- “What is Information Systems?” Presentation to Business Department Faculty, 1996.
- “Role of the TA in the Business College,” Lehigh University Graduate Orientation, 1993, 1994.
- “Software Testing,” Martindale Center Faculty Workshop, 1991.
- “Academic Research in Information Systems,” Workshop for Philadelphia chapter of Society of Information Management, 1990.
- “Software Failure Risk: Identification, Measurement, and Management,” Wharton School Workshop on Strategic Information Systems Architectures, 1990; Air Products and Chemicals, 1990; Independence Resources, 1990.
- “The Risk of Software Failure: How Can We Measure It?” Lehigh University Industrial Engineering Spring Seminar Series, 1989.

SERVICE: UNIVERSITY

- Co-Director, Center for Value Chain Research, 2002-
Established the center, a joint initiative with the Industrial and Systems Engineering Department; obtained NSF IU/CRC funding; established partnerships with industry; initiated research projects for faculty
- Visiting Lecturers Committee, 2003-
Data Advisory Council, 2002-
Lehigh Workshop on Information Science and Technology Organizing Committee, 2000
Advisory Council on Information Systems, 1999-2000
Instructional Technology Faculty Search Committee, 1999-2000
Provost Academic Advisory Council, 1998-1999
Learning Innovations Program Committee, 1994-1998
Committee Chair, 1996-1997
Subcommittee Chair Information Technology Skill Development, 1995
Search Committee, Lehigh University Vice Provost for Information Resources, 1995
Computer Advisory Committee, 1994-1997
Academic Computing Committee, 1989-1991

SERVICE: COLLEGE

Undergraduate Curriculum Committee, 2003-
Faculty Mentor Program, 2003-
Distance Learning Committee, 2002-
Director of Business Information Systems Program, 1997-Present
Faculty Advisor, Association of Information Technology Professionals, 1998-Present
Beidelman Research Award Selection Committee, 2003
Magee Professorship Selection Committee, 2002
MBA Core Curriculum Committee, 1998-2002
Chair IS Faculty Search Committee, 1999, 2000, 2001, 2002, 2003
Marketing Faculty Search Committee, 1999-2003
Accounting Faculty Search Committee, 1999
Supply Chain Faculty Search, 2002
Doctoral Committee, 1999-2000
Dean Search Committee, 1998-1999
Dean's Council, 1998-1999
Undergraduate Core Curriculum Committee, 1998-1999
College representative at AACSB Dean's Reception, 1998
Vice Chair of Business Department, 1997-1998
Promotion and Tenure Committee, 1995-1998
Information Systems Task Force, 1997; Chair: Developed new BIS major
Introduction to Business Task Force, 1995-1997
Computing Skills Task Force, 1995-1997
Candidates Day Panel, 1995, 1996, 1998
Undergraduate Curriculum Review Committee, 1993-1995
Undergraduate Math Review Task Force, 1993-1995
MBA Program Review Committee, 1993
Undergraduate Core Curriculum Review Committee, 1992
Dean Search Committee, 1991-1992
MBA Admissions Committee, 1991-1994
Undergraduate Curriculum Task Force on Information and Technology, 1990
Computer Facilities Committee, 1989-1990
MBA Advisor
Undergraduate Advisor

PROFESSIONAL EXPERIENCE

Management Consultant, 1978-1982
Leeds & Northrup Co., Communications Concepts, Inc.
Formulated business plans and developed computer based manufacturing and financial systems.

Manager of Material Forecasting, Leeds & Northrup Co., 1978

Responsible for forecasting material requirements to manage inventory in excess of \$30M.

Systems Design Manager, Leeds & Northrup Co., 1977-1978

Responsible for design, programming, and implementation of major financial computer systems.

Cost Engineer, Union Carbide Corporation, 1975-1977

Responsible for cost estimation and control of major capital projects and development of estimation and forecasting techniques.

Management Consultant, Carborundum Company, 1974-1975

Performed financial, market, and feasibility analyses of R&D opportunities.

Operations Research Consultant, Ernst & Ernst, 1973

Formulated and solved management, production, and inventory problems.

PROFESSIONAL ACTIVITIES

Received NSF planning grant for establishment of Industry/University Collaborative Research Center for Value Chain Research, 2003.

Listed in "Who's Who in Software Testing Research", STORM, Software Testing Online Resources site, <http://www.mtsu.edu/~storm/>

Co-editor with Rajiv Kohli and Ayelet Baron of 2003 special issue of *Information Systems Frontiers: Measuring Information Technology Payoff in eBusiness Environments*.

Information Systems Strategy and Implementation mini track chair, AMCIS conference, 2001

Attended PriceWaterhouseCoopers University Conference, 1999.

Attended SAP R/3 Academic Implementation Workshop, 1998.

Attended AACSB Global Forum on Management Education, 1998.

Attended AACSB Conference on Undergraduate Curriculum, 1995.

Information Systems Track Chairman, Northeast Decision sciences annual meeting, Spring 1993.

Session chair, Northeast Decision Sciences annual meeting, April 1993.

Participant in APICS POM Faculty Symposium, April 1992.

Session chair, National Decision Sciences annual meeting, Fall 1991.

Reviewer for *MIS Quarterly*, *Communications ACM*, *IS Journal*, *Journal Electronic Commerce Research*, *IEEE Transactions Software Engineering*, *Research Policy*, *IEEE Software*, *Journal Systems and Software*, *Interfaces*, *Data Base*, *Journal Software Maintenance*, *Annals of Cases on IT Management*, *Journal of Organizational Computing and Electronic Commerce*, *Journal of Global Information Management*, *IRMA Journal*, *Journal of Logistics Information Management*, Software Maintenance Conference, Decision Sciences conferences, System Sciences conferences, IS conferences, and several books on information systems and operations management.

PROFESSIONAL SOCIETIES

Society of Information Management
Secretary, Philadelphia Chapter 1992
Membership Chairman 1992
Member Philadelphia Board of Directors 1991-1992
Member Philadelphia Academic Relations Committee 1990-1992
Association for Information Systems
Association for Information Technology Professionals

COMMUNITY ACTIVITIES

Community Relations Council, Lehigh Valley, 2003-

GRADUATE STUDENTS

Chair, Doctoral Committee, Robert M. Ballenger, "Object-Oriented Programming Environments: The Effects on an Organizational Control System," completed Fall 1995.
Doctoral Committee, Mahmoud Hamaaad, Industrial Engineering, "Design and Operation of a Class of Flexible Manufacturing Systems: Flexible Flow Lines with Finite Buffers," completed November 1991.
Independent study, Mathematical Programming, Stelios Michaelides, Summer 1988.

AWARDS

Fulbright Award 2003: Information Management, Portugal
Kenan Professor of Information Technology, appointed July 1, 2002
PriceWaterhouseCoopers Consulting Professor, appointed July 1, 2001
SIM International Paper Award Competition, October 2001. Honorable Mention awarded to "IT Value Realization Process at Air Products and Chemicals, Inc." by Chowdhury, N., Sherer, S., and Ray, M.
2000 Beidelman Research Award
1998 Christian R. and Mary F. Lindback Award for Distinguished Teaching
Kane Faculty Fellowship, 1993-1994
Beta Gamma Sigma, 1991
Service recognition award, Philadelphia Chapter, Society of Information Management, 1992.
Lehigh University Faculty Research Grants, 1997, 1990
Summer research grants, Lehigh University College of Business and Economics, 2001, 2000, 1998, 1991.
Research grant for proposal: "Measurement of Software Risk," Association of Computing Machinery Special Interest Group in Business Data Processing, 1986.
Teaching Assistantship in Decision Sciences, University of Pennsylvania, 1984-1987
SUNY Graduate School Fellowship, 1974-1975

Teaching Assistantship in Statistics, State University of New York at Buffalo, 1974
Signum Laudis Academic Honorary, SUNY at Albany, 1973
Pi Mu Epsilon Mathematics Honorary, SUNY at Albany, 1973
New York State Regents Scholarship, 1969-1973.

PERSONAL

Married: two children
U.S. Citizen