

# Ravi Paul, Ph. D.

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## EDUCATION

Ph.D. in Industrial Management - Emphasis: MIS - Clemson University -- Clemson, SC -- December 2000

M.S. in Industrial Management - Clemson University -- Clemson, SC -- August 1990

B.S. in Mechanical Engineering - Bangalore University -- Bangalore, India -- July 1986

## JOURNAL PUBLICATIONS

- ◆ Furner, C.P., Drake, and Paul, R. “A longitudinal study of the interplay between team dynamics and media use in virtual teams,” *Int. J. of Networking and Virtual Organisations*, 29(1), 2023, pp. 16-37, DOI: <http://dx.doi.org/10.1504/IJNVO.2023.134300>
- ◆ Bohler, J., Drake, J.R., Paul, R. & Kisling E. “Can Social Media Make Us More Trusting?”, *Journal of Electronic Commerce in Organizations (JECO)*, 20(1), 2022, pp. 1-16, DOI: <https://doi.org/10.4018/JECO.305738>
- ◆ Paul, R. C., Swart, W., & MacLeod, K. R., “A scale for measuring relative proximity of transactional distance”, *Distance Education*, 43(1), 2022, pp. 78-96, DOI: <https://doi.org/10.1080/01587919.2021.2020623>
- ◆ Drake, J.R. & Paul, R. “A Cognitive Approach to Assessing the Materials in Problem-Based Learning Environments”, *Journal of Information Technology Education: Innovations in Practice* 20, 2021, pp 59-79. DOI: <https://doi.org/10.28945/4812>
- ◆ Paul, R., Furner, C.P., Drake, J.R., Hauser, R. and Kisling, E. “The moderating effect of virtuality on team trust and effectiveness”, *IEEE Transactions on Professional Communication* 64(2), June 2021, pp 185-200  
DOI: <https://doi.org/10.1109/TPC.2021.3064393>
- ◆ Swart, W., MacLeod, K., Wengrowicz, N. & Paul, R. “Flipped Classroom and COVID-19 Disruption: Empirical Results”, *Journal of Higher Education Theory and Practice* 21(3), June 2021, pp 131- 143
- ◆ Paul, R. & Tuttle, C., “Exploring the Components of Individual Virtual Competence in Virtual Team Members by Generation”, *American Journal of Management*, 20(5), 2020, pp 20-32. DOI: <https://doi.org/10.33423/ajm.v20i5.3864>
- ◆ MacLeod, K., Swart, W., & Paul, R., “Continual Improvement of Online and Blended Courses using Relative Proximity Theory”, *Decision Sciences Journal of Innovative Education*, 17(1), 2019, pp 53-75. DOI: <https://doi.org/10.1111/dsji.12169>
- ◆ Wengrowicz, N., Swart, W., Paul, R., MacLeod, K., & Dori, D., “Students’ Collaborative Learning Attitudes and Their Satisfaction with Online Collaborative Case-Based Courses”, *American Journal of Distance Education*, 32(4), 2018, pp. 283-300. DOI: <https://doi.org/10.1080/08923647.2018.1511509>
- ◆ Paul, R., Drake, J.R. and Liang, H. “Global Virtual Team Performance: The Effect of Coordination Effectiveness, Trust, and Team Cohesion.” *IEEE Transactions on Professional Communication*. 59(3), 2016, pp. 186-202, DOI: <http://dx.doi.org/10.1109/TPC.2016.2583319>
- ◆ Paul, R. C., Swart, W., Zhang, M., & MacLeod, K. R., “Revisiting Zhang’s scale of transactional distance: refinement and validation using structural equation modeling”, *Distance Education*, 36(3), 2015, pp. 364-382, DOI: <https://doi.org/10.1080/01587919.2015.1081741>
- ◆ DeMarco, S.S, Paul, R., & Kilpatrick, R.J., “Information system technologies’ role in augmenting dermatologists’ knowledge of prescription medication costs”, *International Journal of Medical Informatics* 84(12), 2015, pp. 1076-1084, <http://authors.elsevier.com/a/1RxNg4xGJ~hTP2>
- ◆ Swart, W., MacLeod, K, Paul, R., Zhang, A. & Gagulic, M., “Relative Proximity Theory: Measuring the Gap Between Actual and Ideal Online Course Delivery” *American Journal of Distance Education*, 28(4), 2014, pp. 222-240. DOI: <https://doi.org/10.1080/08923647.2014.924721>
- ◆ Kapur, K., Paul, R., & Gupta, R., “Personality and its Impact on Global Virtual Team Performance” *Int. J. Indian Culture and Business Management*, 6(4), 2013, pp. 410-429
- ◆ Hauser, R., Paul, R., and Bradley, J. H., “Computer Self-Efficacy, Anxiety, and Learning in Online Versus Face to Face Mediums”, *Journal of Information Technology Education*, Fall 2012, Vol. 11, pp. 141 - 154

- ◆ Paul, R., Hauser, R. and Bradley, J. H., “The relationship between individual differences, culture, anxiety, computer self-efficacy and user performance”, *International Journal of Information Systems and Change Management*, 2(2), Fall 2007, pp. 125-138
- ◆ Hauser, R. and Paul, R., “IS Service Quality and Culture: An Empirical Investigation”, *Journal of Computer Information Systems*, 47(1), Fall 2006, pp. 15-22
- ◆ Bradley J. H., Paul R. and Seeman E., “Analyzing the Structure of Expert Knowledge”, *Information and Management*, 43(1), January 2006, pp. 77-91 DOI: <https://doi.org/10.1016/j.im.2004.11.009>
- ◆ Yoo, J., Catanio, J., Paul R. and Bieber, M., “Relationship Analysis in Requirements Engineering”, *Requirements Engineering Journal*, 9(4), November 2004, pp. 238-247
- ◆ Bradley J. H., Paul R. and Seeman E., “The Role of Critical Thinking in IS Development”, *Journal of Informatics Education Research*, 6(1), 2004, pp. 1-10

### **Funded Research Grants (at ECU)**

- ◆ Cisco Services – RunOn Project, with Dr. John Drake, 2019
- ◆ “Virtual Team characteristics and performance”, COB Summer Research Stipend Program, Summer 2017
- ◆ “A continuous improvement model to enhance online teaching”, COB Summer Research Stipend, Summer 2015
- ◆ “TechMath: Real World Math, Technology, and Business Connections”, NSF Grant, \$1.2 M, 2006-2010
- ◆ “Extreme Programming (XP) Practices under Review: The Case for Test Driven Development”, COB Summer Research Stipend Program, Summer 2006
- ◆ “Exploring IS Service Quality and Contact Channel Preference in Software Technical Support”, COB Summer Research Stipend Program, Summer 2005

### **Research Proposals (at NJIT)**

- ◆ “Relationship Analysis: Improving Systems Design through a Relationship Focus”, NSF ITR, \$2.2 M, 2002-2007, Co-PI
- ◆ “Relationship Analysis: Facilitating Relationship Discovery”, NSF CCR, \$486,536, 2002-2005, Co-PI
- ◆ “Knowledge Sharing and Learning in Virtual Communities”, NSF ITR/PE, \$4.9 Million, 2002-2007, Co-PI
- ◆ “Dynamic Hypermedia Engine”, NSF IIS, \$417,291, 2001-2004, Co-PI

### **REFEREED PROCEEDINGS**

- ◆ Drake, J and Paul, R. “Debiasing Problem Identification for E-Commerce Initiatives”, *Proceedings of the 2017 Decision Sciences Institute (DSI) Annual Meeting*, Washington D.C., Nov. 2017
- ◆ Wengrowicz, N., Swart, W., Macleod, K., Paul, R., Dori, D., & Dori, Y.J. The Relationship between Students’ Collaborative Learning Attitudes and Their Satisfaction with an Online Collaborative Case-Based Course. Interactive poster to be presented at the *National Association for Research in Science Teaching (NARST) Annual International Conference*, Baltimore, MD, USA, April 14-17, 2016
- ◆ MacLeod, K., Paul, R., & Swart, W., “A Continuous Improvement Model for Student Satisfaction with Their Learning Environments” *Proceedings of the 2015 Decision Sciences Institute (DSI) Annual Meeting*, Seattle, WA, Nov. 2015
- ◆ MacLeod, K., Gooner, R. A., & Paul, R., “Case-based Teaching: Three Approaches to Online MBA Instruction” *Proceedings of the 2010 Southeast Decision Sciences Institute (DSI) Annual Meeting*, Wilmington, NC, February 2010
- ◆ Hauser, R., Paul, R. and Bradley, J. H., “The Impact of Culture and Computer Self-Efficacy in an Online Training Environment”, *Proceedings of the Allied Academics International Conference*, New Orleans, LA, Fall 2008
- ◆ Kapur, K., Gupta, R., Paul, R., Sridhar, V., and Nath, D., “Personality and its Impact on Team Performance”, *Proceedings of the Asia Pacific Researchers in Organization Studies (APROS) 12 Conference*, Management Development Institute (MDI), Gurgaon, New Delhi, India, December 9-12, 2007
- ◆ Hauser, R., Paul, R. and Bradley, J. H., “Computer Self-Efficacy and Performance: A Comparison Of Online Versus Face To Face Environments”, *Proceedings of the 2007 Decision Sciences Institute (DSI) Annual Meeting*, Phoenix, AZ, November 2007
- ◆ Sridhar, V., Paul, R., Nath, D., and Kapur, K., “Analyzing Factors that Affect Performance of Global Virtual Teams”, *Proceedings of the International Conference on Management of Globally Distributed Work*, Bangalore, India, July 2007

- ◆ Paul, R., “What do Customers Value in the Software Technical Support Environment”, *Proceedings of the 2007 Southeast Decision Sciences Institute (DSI) Annual Meeting*, Savannah, GA, February 2007
- ◆ Hauser, R., Paul, R. and Eakins, L., “Improving Understanding in Visual Decision Support Aids: An Empirical Examination”, *Proceedings of the 2006 Decision Sciences Institute (DSI) Annual Meeting*, San Antonio, Nov 2006
- ◆ Bradley, J. H., Hauser, R. and Paul, R., “Individual Differences, Culture, Self-Efficacy and User Performance: A Path Analysis”, *Proceedings of the 2005 Decision Sciences Institute (DSI) Annual Meeting*, San Francisco, November 2005
- ◆ Cohn, T. M., and Paul, R., “Extreme Programming (XP) Practices Under Review: The Case for Test Driven Development”, *Proceedings of the 2004 Decision Sciences Institute (DSI) Annual Meeting*, Boston, November 2004, pp. 5591 – 5596.
- ◆ Bradley, J. H., Hauser, R. and Paul, R., “The Effect of Individual Differences, Culture, Anxiety and Computer Self-Efficacy on User Performance”, *Proceedings of the 2004 Decision Sciences Institute (DSI) Annual Meeting*, Boston, November 2004, pp. 5871 – 5876.
- ◆ Hauser, R. and Paul, R., “The Impact of Organizational Culture on Information Systems Service Quality”, *Proceedings of the 2003 Decision Sciences Institute (DSI) Annual Meeting*, Washington D.C., November 2003
- ◆ Catanio, J., Yoo, J., Paul, R., Bieber, M., Pal, A., Im, I., and Yetim, F., “Relationship Analysis: A Research Plan For Enhancing Systems Analysis For Web Development”, *Proceedings of the 36<sup>th</sup> Annual Hawaii International Conference on System Sciences*, IEEE Computer Society Press, Los Alamitos, CA, 2003
- ◆ Bieber, M., Im, I., Rice, R., Goldman-Segall, R., Paul, R., Stohr, E., Hiltz, S., Preece, J., and Turoff, M., “Towards Knowledge-Sharing and Learning in Virtual Professional Communities”, *Proceedings of the 35th Annual Hawaii International Conference on System Sciences*, IEEE Computer Society Press, Los Alamitos, CA, 2002
- ◆ Cohn, T. M., and Paul, R., “A Comparison of Requirements Engineering in Extreme Programming (XP) and Conventional Software Development Methodologies”, *Proceedings of the 2001 Americas Conference on Information Systems*, Boston, Massachusetts, 2001

## Ph. D. Committees

**Joseph Catanio, Ph.D., IS Department, NJIT, May 2004**

Dissertation Title: “Relationship Analysis: Improving the Systems Analysis Process”

**Roberto Galnares, Ph.D., CIS Department, NJIT, May 2001**

Dissertation Title: “Augmenting Applications with Hypermedia Functionality and Meta-information”

## ACADEMIC EXPERIENCE

**East Carolina University -- Greenville, NC**

Jan 2003 – Present

### *Awards and Honors*

- 2020 – College of Business Crystal Duck Award for outstanding contributions to Assurance of Learning and Academic Quality
- 2014 – Present: College of Business Fellow
- 2009 – Present: Chancellor’s Leadership Academy Fellow
- Fall 2012 ECU Graduation: Invited Commencement Speaker
- 2011-2012: The UNC Board of Governors Excellence in Teaching Award
- 2010-2011: East Carolina University Scholar-Teacher Award
- 2010-2011: The UNC Board of Governors Distinguished Professor for Teaching Award
- 2010-2011: The Robert L. Jones University Alumni Award for Outstanding Teaching
- 2009-2010: College of Business Commerce Club Teaching Excellence Award
- 2003 – 2004: College of Business Commerce Club New Faculty Teaching Award

*Chair - Dept. of Management Information Systems: July 2020 - Present*

*Professor - Dept. of Management Information Systems: August 2023 - Present*

- ◆ Tenure and promotion awarded – Spring 2009
- ◆ Teaching Responsibilities include the following MIS courses (both face-to-face and online): MIS 6873 – Data Management; MIS 6713 – Delivering Business Value through Information Systems; MIS 6143 – Introduction to Management Information Systems; MIS 4173 – Information Systems Development and Implementation; MIS 4163 – Information Systems Analysis and Design; MIS 3063 – Introduction to Management Information Systems and MIS 2223 – Introduction to Computers.

*Co-Chair, ECU Strategic Planning Committee: Fall 2022 – Spring 2023*

- ◆ Co-led the effort to create the **ECU Strategic Plan Refresh for 2023 – 2028: “Future-Focused, Innovation-Driven”**
- ◆ Worked with a broad representation of stakeholders across the university and a data-driven approach to create the strategic plan. The plan built on the 3 mission priorities of Student Success, Public Service, and Regional Transformation while adding the 3 vision priorities of Social and Economic Mobility, Workforce Success and Rural Health and Well-Being.

*Interim Executive Director for Global Affairs – June 2016 – January 2017*

- ◆ As the University’s chief officer for global affairs, oversaw all of ECU’s extensive globalization initiatives including study abroad; faculty and student exchange programs; international student services; international partnerships and agreements; ECU Language Academy (ECULA) and community outreach.
- ◆ Directed the Office of International Affairs and the ECU Language Academy with a staff of 7
- ◆ Lead the effort to implement the recommendations from the report of the working group of the University Committee on Fiscal Sustainability (UCFS CR4, Dec 8, 2015) with regard to global opportunities at ECU.

#### **Selected Service Activities**

##### ➤ University

- Co-Chair, ECU 2023-2028 Strategic Plan Refresh: 2022-2023
- Academic Technologies Advisory Committee: 2018 – Present
- ECU Teaching Grants Committee: 2012 - Present
- CIO Search Committee: 2019 - Present
- Interim Executive Director for Global Affairs: June – Dec. 2016
- UCFS Work Group: International – Co-Chair: 2015 - 2016
- Provost and Senior VC for Academic Affairs Search Committee: 2014 - 2015
- Student Complaint Task Force member: 2014-2015
- Graduate Curriculum Committee: 2011- 2014
- Faculty Senate: 2007 – 2011
- Baldrige Education Criteria for Performance Excellence Executive Committee: 2010 – 2011
- Graduate School Dean Search Committee: 2009 - 2010
- Information Resources Coordinating Council: 2007 – 2009
- Internationalizing ECU Task Force: 2008 – 2009
- UNC Think-Link Forum Facilitator - 2007 – 2008

##### ➤ College of Business

- Faculty Advisory Committee: 2013 – June 2020
- AOL Steering Committee: 2019 - Present
- AOL- Critical Thinking Subcommittee: 2009 - Present
- Chair, Dr. Bob O’Halloran’s 5-year Administrator Review (2021)
- Technology, Information and Operations (TIO) Advisory Group: 2013 – Present
- Member, Dr. Bob O’Halloran’s 5-year Administrator Review (2017)
- Working Committee on Teaching Effectiveness – Chair: 2013 - 2015
- Chair – Graduate Committee: 2007 – 2012
- Information and Technology Services Faculty Advisory Group: 2011 - 2013
- Leadership Coach: 2009 - 2011
- BUSI 2200 Ad Hoc Committee: 2009 – 2011
- Leadership Sub-committee: 2006- 2011

- Assistant Director of Graduate Programs Search Committee: 2009 - 2010
- Communications Committee: 2008 - 2009
- International Business Sub-Committee: 2007-2009
- Department of MIS
  - Curriculum Assurance Committee: 2006 – Present
  - MIS Group Leader: 2003 – 2006
  - MIS Curriculum Committee Chair: 2004 – 2012
  - MIS 6143 Course Coordinator: 2007 – 2013
  - MIS 4173 Course Coordinator: 2005 – 2010
  - MIS 3063 Course Coordinator: 2005 – 2007
  - MIS 2223 Bypass Administrator: 2003 - 2006

**New Jersey Institute of Technology -- Newark, NJ**

Jan 2001 – June 2002

Assistant Professor - Department of Information Systems

- ◆ Responsibilities included conducting research in software engineering and teaching the graduate course that I developed: CIS 676 – Requirements Engineering. This course covered the theory, principles, and applications of the methodologies and tools of requirements engineering from an Object Oriented (RUP and UML) perspective. Students used the popular Rational Analyst Studio software suite to create and manage requirements for real world applications.

**Clemson University -- Clemson, SC**

1989 – 1991; 1997 – 1998 & 2000

Visiting Instructor - Department of Management

- ◆ Solely responsible for developing and teaching the following courses:
  - MGT 418 - Management Information Systems, which provided an overview of the MIS field and also covered systems analysis and database design in greater depth.
  - MGT 399/218 - Microcomputer Applications for Business, which covered business applications design and development using Excel, Access and Visual Basic for Applications.
  - MGT 299 – Mainframe Applications for Business, which provided an introduction to the mainframe and coverage of several business applications on the mainframe including SAS and a Linear Programming application (LINDO).
  - MASC 310 – Intermediate Business Statistics, which covered quantitative methods of the management scientist. Topics include regression analysis, correlation analysis, analysis of variance and nonparametric methods.

**PROFESSIONAL EXPERIENCE**

**Aristos Consulting, LLC -- Greenville, NC**

Aug 2002 - Present

President

- ◆ Providing e-business and internet solutions and consulting to small and medium-sized businesses.

**Integrated Support Systems, Inc. -- Seneca, SC**

May 1998 – Dec 1999

MIS Manager

- ◆ Evaluated core business functions and developed an enterprise-wide plan to decrease cost of operation and ensure Y2K compliance. The plan included recommendations to optimize and automate all mission-critical business processes, consolidate and integrate the various data repositories and processes, and improve communication flow both internally and externally. Responsible for coordinating the successful implementation of the proposed plan.
- ◆ Solely responsible for Lotus Notes system administration and the planning, development and deployment of enterprise-wide (U.S. and Europe) applications such as Sales Force Automation, Help Desk Support, Licensee Management, Purchase Requisition, Leave and Travel Requests, Support and Sales Leads, Faxing, Calendaring and Scheduling.

**East Park Printing -- Clemson, SC**

Oct 1996 – July 1997

Consultant/General Manager

- ◆ Transitioned East Park Printing from a small, owner-centered business to a growing, systems-based organization.
- ◆ Designed, developed and implemented management systems for various departments including an accounting system, a production scheduling and inventory system, and a company-wide information system. Developed a policy manual.
- ◆ Responsible for the day-to-day operations as well as all financial, pricing, recruiting, and purchasing decisions.

**Integrated Support Systems, Inc. -- Seneca, SC**

Aug 1992 - Sept 1996

Manager: Technical Publications

- ◆ Originated and developed concepts for on-line help, technical manuals, tutorials, training and marketing materials for all ISS software products in Logistics and Configuration Management using Frame Maker and other software applications. Designed the online documentation-software interface. Established processes for the documentation effort and functional testing of the end product. Identified style conventions and created style guides.
- ◆ Recruited, hired and supervised technical writers and graphic artists. Maintained a flexible management style conducive to a creative work atmosphere.

Systems Engineer

- ◆ Supported ISS' logistics software tools with an installed base of over 150 major customers. This included providing customer technical support, identification and resolution of all problems identified and managing the configuration and releases of subsequent versions of these products. The software is used by defense contractors to supply logistics data for weapon systems as per Department of Defense standards.

**VOLUNTEER & NON-PROFIT SERVICE**

**NCFCA – Board of Directors – Treasurer**

July 2019 - Present

**Third Street Education Center – Board of Directors – Member**

January 2020-Present

**PROFESSIONAL AFFILIATIONS**

- ◆ Decision Sciences Institute (DSI)
- ◆ Association for Information Systems (AIS)

**COMPUTER SKILLS / CERTIFICATIONS**

- ◆ **Operating Systems** - Windows, Unix (Solaris, HP UX, AIX), Linux, Mac OS, MVS
- ◆ **Database Management Systems** – SQL Server, Oracle, MS Access, dBase IV
- ◆ **Programming Languages** – Python, VB.Net, ASP.Net, ADO.Net, LotusScript, Fortran
- ◆ **Business Applications** – MS Office, Crystal Reports, Quick Books, SPSS, SAS, SLAM, Frame Maker
- ◆ **CASE – IBM Rational Analyst Studio** – Includes Requisite Pro, Rose, Clear Quest, Clear Case and Soda
  - **Certified Lotus Professional (CLP)** – Lotus Notes/Domino Application Developer R4

**References available upon request**