Morgan M. Shepherd

Professor of Information Systems
College of Business and Administration
University of Colorado at Colorado Springs

_____

Education

Ph.D., University of Arizona, Information Systems   1995
B.S.M.E., University of Virginia, Mechanical Engineering   1980

Professional Experience

Professor, U. of Colorado   2008-present
Associate Professor, U. of Colorado   2002-2008
Assistant Professor, U. of Colorado   1995-2002

Consultant, Classic Homes   1997-1998
Facilitator, Ventana Corp.   1995-1996
Facilitator/researcher, CMI, U. of AZ   1990-1995
Network Engineer, I/S Dept., IBM   1986-1990
Mechanical Engineer, IBM   1984-1986
Mechanical Engineer, Eastalco Aluminum   1980-1984

Refereed Journal Publications:

Duening, T., Shepherd, M., and Andrew Czaplewski, "How Entrepreneurs Think: Why Effectuation and Effectual Logic May be the Key to Successful Enterprise Entrepreneurship", International Journal of Innovation Science, Vol. 4, No. 4, pp. 205 – 216, December 2012

Shepherd, M. ""Graduate Student Preference for Instructor Feedback in MBA Distance Education", Research in Higher Education, Vol. 14, pp. 99-105, 2011

Shepherd, M., Martz, B. and Raghavan, V. "Demonstrating the Ambiguity of Group Consensus," Encyclopedia of Networked and Virtual Organizations, 2007.

Martz, Wm. Benjamin and Shepherd, Morgan, "Managing Distance Education for Success," International Journal of Web-based Learning and Teaching Technologies, Vol. 2, No. 2, pp. 50-59, April-June 2007.

Shepherd, Morgan, and William Martz, "Media Richness Theory and the Distance Education Environment," Journal of Computer Information Systems, Vol. 47, No.1, Fall 2006

Shepherd, Morgan; Tesch, Debbie, and Hsu, Jack, "Environmental Traits that Support a Learning Organization", Comparative Technology Transfer and Society Journal, Vol. 4, No. 2, pp. 196-218, August 2006.

Shepherd, Morgan, and William Martz, "Organizational Memory: Three Experiments on the Quality of Information," *Cybernetics and Systems*, Vol. 37, No. 2-3, pp. 151-161, 2006.

Martz, William Benjamin. Jr., and Morgan Shepherd, "Group Consensus: The Impact of Multiple Dialogues," Group Decision and Negotiation, Vol. 13, No. 4, July 2004, pp. 315-325.

"The Impact of Immediate Feedback on Group Decision Satisfaction", with W.B. Martz, The Journal of Computer Information Systems, Summer 2003.

"Testing for the Transfer of Tacit Knowledge", Martz, W., and Shepherd, M., Decision Sciences Journal of Innovative Education, Vol. 1, No. 1, Spring 2003.

"Using an Influence Level of Information to Explain the Non-consensus Process Loss", Martz, W., and Shepherd, M., Group Decision and Negotiation, Vol. 11, July 2002, pages 281-291.

"The Materiality of Information System Planning Maturity to Project Performance", Jiang, J., Klein, G. and Shepherd, M, The Journal of the Association for Information Systems, Vol. 2, No. 5, Fall 2001.

"The Personal, Professional and Political Effects of Teaching the Freshman Seminar: A Faculty Census", Wanca-Thibault, M., Shepherd, M. and Staley, C., Journal of the First-Year Experience & Students in Transition, Vol. 13, No. 2, Fall 2001.

"Collaborative Technology in the Classroom: A Review of the GSS Research and a Research Framework." Tyran, Craig, and Shepherd, Morgan, Information Technology and Management, Vol. 2, No. 4, Summer 2001, pages 395-418.

"Getting More Out of Organizational Memory: Comparative Comments and Output Medium", Martz, Wm. Benjamin, and Shepherd, Morgan, The Journal of Computer Information Systems, Vol. 41, No. 4, Summer 2001, pages 90-94.

"Using Groupware in a Classroom Environment", Martz, B., Shepherd, M. and Hickey, A., The Journal of Information Systems Education, Vol. 12, No. 1, 2001, pages 31-41.

"Distance Learning in Accounting: A Comparison Between a Distance and a Traditional Graduate Accounting Class", Gagne, Margaret, and Shepherd, Morgan, The Journal of Technical Horizons in Education, Vol. 28, No. 9, April 2001, pages 58-64.
       This article has also been translated and republished in Dia Logo, Istruzione Universitaria Nuove Prospecttive, No. 2, June 2001, pages 15-18.

"An Empirical Study to Measure the Diffusion of GroupSystems in Organizations", Shepherd, Morgan, Informatica Special Issue on GSS, Vol. 24, No. 2, June 2000, pages 187-194.

"A Discussion on Process Losses in GSS: Exploring the Consensus Gap", Martz, Wm. Benjamin, and Shepherd, Morgan, Informatica Special Issue on GSS, Vol. 24, No. 2, June 2000, pages 167-174.

"Consensus and Perceived Satisfaction Levels: A Cross-Cultural Comparison of GSS and non-GSS Outcomes Within and Between the U.S. & Mexico," R. Mejias, M. Shepherd, D. Vogel, and L. Litva, JMIS, Winter 1996/97, Vol. 13, No. 3.

"Invoking Social Comparison to Improve Electronic Brainstorming: Beyond Anonymity," Shepherd, M., Briggs, B., Reinig, B., and J. Yen, JMIS, Winter 1995/96 edition, Vol. 12, No. 3, pp. 155-170.

"Affective Reward and the Adoption of Group Support Systems: Productivity Is Not Always Enough," Reinig, B., Briggs, B., Shepherd, M., Yen, J., and J. Nunamaker, JMIS, Winter 1995/96 edition, Vol. 12, No. 3, pp. 171-185.

Proceeding/Conference Publications:

Shepherd, M., Mejias, R., and Gary Klein, "A Longitudinal Study to Determine Non-technical Deterrence Effects of Severity and Communication of Internet Use Policy for Reducing Employee Internet Abuse", Proceedings 47th Hawaii International Conference on System Sciences, January 2014.

Lui, J., Shepherd, M., "The Effects of Team Traits on Team Performance in I/S Development Projects", abstract presentation at the 44th Decision Sciences Institute Conference in Baltimore, MD, November 16-19, 2013.

Duening, T., and Shepherd, M., "Effectual Decision Making and Innovation: Non-Predictive Control in the Enterprise Setting", paper presented at the Society for Business Research, April 14-15, 2012, Phoenix, AZ.

Shepherd, M., "Mitigating Cheating in the Electronic Classroom", abstract presentation at the 43rd Decision Sciences Institute Conference in San Francisco, CA, November 17-20, 2012

Shepherd, M., "Social Media Free Zones in Libraries", abstract presentation at the 43rd Decision Sciences Institute Conference in San Francisco, CA, November 17-20, 2012

Shepherd, M. and Gary Klein, "Using Deterrence to Mitigate Employee Internet Abuse", Proceedings 45th Hawaii International Conference on System Sciences, January 2012.

Shepherd, M, and Tsong Sheu, "Effects of Informal Faculty-student Interaction and Use of Information Technology on Non-traditional Students' Persistence Intentions and Educational Outcomes", paper presentation at the 42nd Decision Sciences Institute conference in Boston, November 19-22, 2011.

Shepherd, M. and Gary Klein, "Mitigating Social Web Loafing with Passive Behavioral Controls", Abstract presentation at the 42nd Decision Sciences Institute conference in Boston, November 19-22, 2011.

Shepherd, M., "Media Richness Theory: Graduate Student Preference for Instructor Feedback in an MBA Distance Education Course", paper presentation at the 11th Annual Hawaii International Conference on Business, Waikiki, Hawaii, May 26-29, 2011

Tyran, K., Tyran, C. K., & Shepherd, M. "Trust and Leadership in Virtual Teams," Managing Worldwide Operations and Communications with Information Technology, Proceedings of the International Conference of the Information Resources Management Association, 1319-1320, 2007.

Martz, William B. and Morgan Shepherd, "The Influence of Media Factors on Ethical Behavior," Proceedings 40th Hawaii International Conference on System Sciences, January 2007.

Martz, Ben; Shepherd, Morgan; Beranek, Peggy and Venkat Reddy, "Maximizing the Success of Distance Learning: Assuring Customer Satisfaction", Eighth International Conference on Business Information Systems, Poznan, Poland, April 20-22, 2005.

Tesch, Debbie; Shepherd, Morgan; and Gary Klein, "Team Learning in Information System Development Projects", Eighth International Conference on Business Information Systems, Poznan, Poland, April 20-22, 2005.

Martz, Ben and Morgan Shepherd, "Problem Based Learning and the Business School," Proceedings 38th Hawaii International Conference on System Sciences, January 2005.

Martz, William and Morgan Shepherd, "Perceived Performance in Internet Testing," Proceedings 37th Hawaii International Conference on System Sciences, January 2004.

Shepherd, Morgan M. and Ben Martz, "Group Consensus: Do We Know It When We See It?," Proceedings 37th Hawaii International Conference on System Sciences, January 2004.

Shepherd, Morgan, Martz, Ben, Ferguson, Jeffrey, and Gary Klein, "A Survey of Distance Education Programs," EDINEB, Vol. 9. 2004.

Martz, Wm. Benjamin and Morgan Shepherd, "Testing Social Information Processing Theories in Distance Education," EDINEB, Vol. 8, 2003

Shepherd, Morgan, and Martz, Wm. Benjamin, "Group Processes in Conflict: The Impact of Communication Channels on Consensus Building", accepted in the <u>Proceedings of the Thirty-Fourth Annual Hawaii International Conference on System Sciences</u>, January, 2001.

Tyran, C.K., Shepherd, M., and Lewis, K. "Leadership in Virtual Teams: An Exploratory Study," Proceedings of the Sixth Americas Conference on Information Systems, 2000.

Martz, Wm. Benjamin, and Shepherd, Morgan, "The Non-consensus Process Loss: An Alternative Interpretation", <u>Proceedings of the Thirty-Third Annual Hawaii International Conference on System Sciences</u>, January, 2000.

Tyran, Craig, and Shepherd, Morgan, "Collaborative Technology in the Classroom: A Research Framework", <u>Fifth Americas Conference on Information Systems</u>, August 13-15, 1999 Milwaukee, Wisconsin.

Shepherd, Morgan, "Suggestions for Improving the Diffusion of GroupSystems in Organizations", <u>Third International Conference on Business Information Systems</u>, Poznan, Poland, April 1999.

Martz, Wm. Benjamin, and Shepherd, Morgan "A Discussion on Process Losses in GSS: Exploring the Consensus Gap", <u>Third International Conference on Business Information Systems</u>, Poznan, Poland, April 1999.

Shepherd, Morgan, and Amoroso, Donald, "Designing a Distance Education Program: The University of Colorado at Colorado Springs", <u>Proceedings of the Thirty-First Annual Hawaii International Conference on System Sciences</u>, January 1998.

Tyran, Craig, and Shepherd, Morgan, "GSS and Learning Research: A Review and Assessment of the Early Studies", <u>Proceedings of the Thirty-First Annual Hawaii International Conference on System Sciences</u>, January, 1998.

Mejias, Roberto J., Vogel, Douglas R, and Shepherd, Morgan M., "GSS Meeting Productivity and Participation Equity: A U.S. & Mexico Cross-Cultural Field Study" <u>Proceedings of the Thirtieth Annual Hawaii International Conference on System Sciences</u>, January, 1997.

Briggs, Robert O., Reinig, Bruce A., Shepherd, Morgan M., Yen, Jerome, and Nunamaker, Jay F., "Quality as a Function of Quantity in Electronic Brainstorming", <u>Proceedings of the Thirtieth Annual Hawaii International Conference on System Sciences</u>, January, 1997.

Shepherd, M.; Briggs, R.; Reinig, B.; Yen, J.; and Nunamaker, J.; "Social Loafing in Electronic Brainstorming: Invoking Social Comparison Through Technology and Facilitation Techniques to Improve Group Productivity," <u>Proceedings of the Twenty-Eighth Annual Hawaii International Conference on System Sciences</u>, Vol. IV, January 1995.

Reinig, B.; Briggs, R.; Shepherd, M.; Yen, J.; and Nunamaker, J., "Developing and Validating an Instrument to Measure the Impact of Group Support Technology on Affective Reward,"

Proceedings of the Twenty-Eighth Annual Hawaii International Conference on System Sciences, Vol. IV, January 1995.

Publications/Creative Works Submitted:

Virtual Teams as Social Networks, proposal accepted in "Encyclopedia of E-Business Development and Management in the Global Economy"

Refereed Book Chapters:

Martz, Wm. Benjamin and Morgan M. Shepherd, "Distance Education: Satisfaction and Success," book chapter in Solutions and Innovations in Web-Based Technologies for Augmented Learning: Improved Platforms, Tools, and Applications, Nikos Karacapilidis,(ed.)., IGI Global pp. 71-78, 2009.

Martz, Wm. Benjamin and Morgan M. Shepherd, "Online Internet Testing: Lower Perceived Performance by Students," book chapter in The Challenges of Educating People in a Challenging World, M.K. MCuddy et al., (eds.)., Springer Group, pp. 499-511, 2007.

Martz, Wm. Benjamin and Morgan M. Shepherd, "A New Concern for Distance Education: Lower Perceived Performance in Testing," book chapter in Encyclopedia of Online Learning and Technology, Caroline Howard, (ed.)., Encyclopedia of Online Learning and Technology, IDEA Group, pp. 1265-1271, 2005.

Shepherd, Morgan; Martz, Wm.; Ferguson, Jeff and Gary Klein, "A Survey of Distance Education Programs", book chapter in "Educational Innovation in Economics and Business IX", Milter, Perotti and Segers, editors, Springer, 2004, pp. 383-398.

Martz, Wm. Benjamin, Jr. and Morgan M Shepherd, "Lower Perceived Performance in Internet Testing," The Challenges of Educating People to Lead in a Challenging World, Educational Innovation in Economics and Business , Vol. 10, 2007, McCuddy, M.K.; van den Bosch, H.; Martz, Jr., W.B.; Matveev, A.V.; Morse, K.O. (Eds.) XXII, 638 p., ISBN: 978-1-4020-5611-6, 2007

Book Chapters:

Martz, Wm. Benjamin and Morgan M. Shepherd, "Assessing the Impact of Internet Testing: Lower Perceived Performance," Distance Learning and University Effectiveness: Changing Educational Paradigms for Online Learning, Caroline Howard, K.D. Schenk, Richard Discenza, eds., Idea-Group, 2004.

"Emergent Leadership in Virtual Teams", with Lewis Tyran, K.M., and Tyran, C., book chapter in "Virtual Teams that Work: Creating Conditions for Virtual Team Effectiveness", Gibson/Cohen, Editors, Jossey-Bass 2003.

Martz, Wm. Benjamin and Morgan M Shepherd, "A Preliminary Exploration of Social Needs in Distance Education," The Design and Management of Effective Distance Learning Programs, Richard Discenza, Caroline Howard, K.D. Schenk, eds., Idea-Group, 2002.

Presentations:

HICSS January 2005 – Problem-Based Learning Systems and Technologies (Workshop) with Wm. Benjamin Martz

Shepherd, Morgan and Martz, Wm. Benjamin, "Applying Socially-Based Exercises to the Distance Environment", 8th EDINEB International Conference, Nice, France, June 20-22, 2001.

Martz, Wm. Benjamin and Shepherd, Morgan, "Testing Social Information Processing Theories in Distance Learning", 8th EDINEB International Conference, Nice, France, June 20-22, 2001.

Shepherd, Morgan, and Martz, Wm. Benjamin, "Group Processes in Conflict: The Impact of Communication Channels on Consensus Building", accepted in the Proceedings of the Thirty-Fourth Annual Hawaii International Conference on System Sciences, January 2001.

Shepherd, Morgan, "Suggestions for Improving the Diffusion of GroupSystems in Organizations", Third International Conference on Business Information Systems, Poznan, Poland, April 1999.

Martz, Wm. Benjamin, and Shepherd, Morgan "A Discussion on Process Losses in GSS: Exploring the Consensus Gap", Third International Conference on Business Information Systems, Poznan, Poland, April 1999.

"Trends in Managing Information Technology", given at the Colorado Higher Education Computing Organization (CHECO) Fall Conference, September 15-17, 1997 in Florissant, Colorado.

"The Challenges of Facilitating in a Distributed Environment", given at INFORMS, 5/6/97 in San Diego, California.

Shepherd, Morgan M., and Griffith, Terri, "Striking the Proper Balance Between People-Oriented and Technology-Oriented Facilitation Styles in GroupSystems Meetings", Presented at the Seventh Annual GroupSystems Users Conference, March 25-29, 1996 in Tucson, Arizona.

Grants and Research

$57,000 – Submitted 10/2003 to the Colorado Institute of Technology
Center for Distance Education Research", co-principal Investigator
Grant was denied

Courses Taught

INFS100 – Computer Literacy	Undergraduate level
INFS100 – Information Based Decision-Making	Undergraduate level
INFS370 – Computer Networks and Telecommunications	Undergraduate level
INFS295 – Introduction to the Internet	Undergraduate level
INFS251 – Networking with Cisco equipment	Undergraduate level
INFS300 – Introduction to Management Information Systems	Undergraduate level
INFS305 – Introduction to Information Technology	Undergraduate level
BUAD100 – Introduction to Business	Undergraduate level
INFS600 – Information Systems	Graduate level
INFS609 – Information Systems	Graduate level
(This is the modified version of INFS600 to fit the distance program)	
INFS681 – Networking	Graduate level
INFS689 – Telecommunications and Networking Principles	Graduate level
(This is the modified version of INFS681 to fit the distance program)	
INFS683 – Working in Virtual Organizations	Graduate level
ID 101 – American Dream	Undergraduate level
ID 101 – Get a Life	Undergraduate level
ID 101 – Be Your Own Boss	Undergraduate level
ID 101 – ITechKnow	Undergraduate level
ID 101 – Millionaire	Undergraduate level

Awards/Recognitions

2005 Included in Who's Who Among America's Teachers for second consecutive year
2004 Inducted in Who's Who Among America's Teachers
2003 College of Business Outstanding Distance Education Teacher Award
2001 College of Business Outstanding Faculty Member Award
1998 College of Business Outstanding Teacher Award

Service (positions held past/present)

Department:
I/S advisory board
I/S department chair
Session Chair for HICSS conference minitrack
Reviewer for numerous journals

College of Business:

Graduate Team
Undergraduate Team
Graduate Admissions Committee
Vision Team
COB Technology Team
Chair IT support search committee
Student Tech Fee Coordinator
Student Lab Manager
Numerous faculty search committees
Numerous Commencements

Campus:

Faculty Representative for the COB
Student Advising for incoming Freshmen for COB
Student Advising for incoming Freshmen for the campus
Pre-collegiate program
Faculty advisor for Delta Sigma Pi Fraternity
Math/English tutor for local elementary school students