

**PERSONNEL AFFAIRS COMMITTEE**  
**(Following Academic Affairs Committee)**  
Friday, June 29, 2012  
Board of Supervisors' Meeting Room  
2nd Floor, J.S. Clark Administration Building  
Southern University and A & M College  
Baton Rouge, Louisiana

**AGENDA**

1. Call to Order
2. Roll Call
3. Adoption of the Agenda
4. Public Comments
5. Action Items
  - A. Appointment of Chief Information Officer, SUBR
  - B. Performance Evaluation of the System President Ronald Mason, Jr.,  
July 2011-June 2012 (*Executive Session may be required*)
  - C. Revised Presidential Evaluation Procedure
6. Other Business
7. Adjournment

**MEMBERS**

Atty. Warren A. Forstall – Chair; Mr. Patrick W. Bell- Vice Chair;  
Mr. Calvin W. Braxton, Sr., Atty. Tony M. Clayton, Atty. Bridget A. Dinvaut  
Mr. Marc A. Guichard, Mr. Willie E. Hendricks, Dr. Eamon M. Kelly, Mrs. Ann A. Smith  
Mr. Darren G. Mire - Ex Officio

JOB CLASS				
JOB CODE				
CAL ID				

**SOUTHERN UNIVERSITY SYSTEM**  
**Personnel Action Form**

POSITION NUMBER	2	M	9	2	5	7
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CAMPUS: SUS  SUBR  SULAC  SUAREC  SUNO  SUSLA

EMPLOYMENT CATEGORY: 9-MONTH  12-MONTH  X OTHER  (Specify) \_\_\_\_\_

Academic  Non-Academic  Civil Service  
 Temporary  Part-time ( \_\_\_\_\_ % of Full Time)  Restricted  
 Tenured  Undergraduate Student  Job Appointment  
 Tenured Track  Graduate Assistant  Probationary  
 Other (Specify) \_\_\_\_\_  Retiree Return To Work  Permanent Status

Previous Employee \_\_\_\_\_ Reason Left \_\_\_\_\_  
 Date Left \_\_\_\_\_ Salary Paid \_\_\_\_\_

**Profile of Person Recommended**

Length of Employment July 1, 2012 To June 30, 2013  
 Effective Date July 1, 2012

Name Carlos A. Thomas SS# xxx-xx-1285 Sex Male Race\* AA  
(Last 4 digits only)

Position Title: Chief Information Officer Department: Department of Information Technology

Check One  Existing Position \*Visa Type (See Reverse Side):  U  S

New Position Expiration Date: \_\_\_\_\_

(Position vacancy authorization form must be processed and approved to fill existing and new positions. Position must be advertised before processing PAF, if applicable.)

Years Experience 19 Southern University Experience 5

Degree(s)	Type/Discipline (BA-Education):	Institution/Location (SU-Baton Rouge):	Year:
	Ph.D. Business Admin. (Info Sys & Decision Sciences)	Louisiana State University	2010
	Ph.D. Public Administration	Louisiana State University	2006
	Info Systems & Decision Sciences	Louisiana State University	2002

Current Employer Southern University & A&M College, Baton Rouge, LA

**Personnel Action**

Check One  New Appointment  Continuation  Sabbatical  Leave of Absence  
 Transfer  Replacement  Other (Specify) \_\_\_\_\_

Recommended Salary \$110,000.00 Salary Budgeted \$110,000.00

Source of Funds 901028-1091

Identify Budget: 901028-1091 Location Information Technology  
 Form Code: Cable Internet Services Page \_\_\_\_\_ Item # \_\_\_\_\_

Change of: \_\_\_\_\_ From \_\_\_\_\_ To \_\_\_\_\_

Position \_\_\_\_\_  
 Status \_\_\_\_\_  
 Salary Adjustment \_\_\_\_\_

Financial Aid signature (if applicable):

List total funds currently paid this employee by Southern University:  
 \*See Reverse Side

Source of Funds	Amount
901028-1091	\$ 110,000.00

Comments: (Use back of form)

\*See Reverse Side

Graduate School signature (if applicable):

James Harris / mm / 6/26/12 Supervisor Date  
John Pauscia / 6/26/2012 Vice Chancellor Date  
Donald D. Amy / 6.26.12 Director/Personnel Date  
  /   /   President Date  
  /   /   Dean/Unit Head Date  
  /   /   Chandellor Date  
  /   /   Vice President/Finance Business Affairs/Comptroller Date  
  /   /   Chairman/S.U. Board of Supervisors Date

2010  
 2006  
 2002  
 SOUTHERN UNIVERSITY  
 HUMAN RESOURCES  
 PH: 4

This information is requested solely for the purpose of determining compliance with Federal Civil Rights Laws and does not affect employment consideration.

**ETHNIC ORIGIN (Please check one):**

Hispanic or Latino  Non-Hispanic or Non-Latino

**RACE (Please check all that apply):**

White, not of Hispanic origin. A person having origins in any of the original people of Europe, North Africa, or the Middle East.

Black, not of Hispanic Origin. A person having origins in any of the Black racial groups of Africa.

Hispanic. A person of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origins, regardless of race.

Asian or Pacific Islander. A person having origins in any of the original peoples of the Far East, Southeast Asia, the Indian Subcontinent, or the Pacific Islands. This area includes, for example, China, Japan, Korea, the Philippine Islands, and Samoa.

American Indian or Alaskan Native. A person having origins in any of the original peoples of North American, and who maintains cultural identification through tribal affiliation or community recognition.

**COMMENTS:**

Dr. Carlos Thomas will serve as the Chief Information Officer for the Department of Information Technology.

**EMPLOYEE REGULAR WORK SCHEDULE:** 8am-5pm Monday thru Friday (on call)

**EMPLOYEE DIRECT SUPERVISOR:** Chancellor James Llorens

**SUPERVISOR/DEPARTMENT CONTACT NUMBER** 771-5020

**NUMBER OF EMPLOYEES SUPERVISED, (if any)** \_\_\_\_\_

**HR USE ONLY:** STATUS (circle one):  EXEMPT  NON-EXEMPT

**GUIDELINES:** All employees, students, graduate assistants being employed through the use of this form are to report to and be cleared by the Human Resources before any employment is offered and before starting to work. All students are to bring with them clearance from the Financial Aid office, Statement of Account (fee receipt), and a class schedule. All prospective employees/students must bring a pictured ID, social security card, birth certificate, certificate of naturalization, resident alien card, H1-B and J-1 visas, passport, and F-1/I-94. The latter six (6) documents do not apply to U.S. Citizens.

**Documentation must be provided for review and approval by Human Resources before employment is offered.**

**CLASS OF EMPLOYMENT (VISA STATUS):**

TYPE	CODE	EXPIRES
United States Citizen/Certificate of Naturalization	US	
Resident Alien	RA	
H-1 Visa (Distinguished Merit & Ability)	H1	
J-1 Visa (Exchange Visitor Program)	J1	
F-1 Visa (Student Emp. FT Student at S.U.)	F1	
OPT (F-1 Visa-INS Prior Approval-"Practical Work Experience")	F0	

**Do Not Write Below This Area  
For Human Resource and Budgetary Control Use Only!**

**PAF APPROVAL PROCESS CHECKLIST** (Must have the information outlined below):

- Approved Position Vacancy Authorization Form (applicable for new and replacement positions)
- Position Vacancy Announcement (position advertised before processing PAF, if applicable)
- Application for Employment Form Admin/Fac/Uncl Positions (Civil Service Application for classified employees)
- Authority to Release (signed by employee) (submitted to Human Resources with Criminal/Background Check form)
- Supervisory Criminal/Background Check Form (completed by employee/ verified and signed by supervisor)
- Exemptions Survey Form (signed by employee and budget head)
- Proposed Employee Appointment
- Proposed Employee Clearance
- Restricted/ Job Appointment/CS Rule 6.5g Letter of Justification (for classified, if applicable)

FUNDS AVAILABLE  
OFFICE OF THE COMPTROLLER  
SOUTHERN UNIVERSITY SYSTEM

JUN 26 2012

*[Signature]* 901028-1091-6100-5000  
COMPTROLLER OFFICE

Carlos A. Thomas  
58560 Village Drive  
Plaquemine, LA 70764  
Phone: 225.802.0924  
E-mail: [loshead1285@yahoo.com](mailto:loshead1285@yahoo.com)

## EDUCATION

**Doctor of Philosophy (Ph.D.) Business Administration (Information Systems & Decision Sciences),**

Louisiana State University, Baton Rouge, LA, May 2010

**Dissertation Title:** IT Governance in Small and Medium Companies Post Sarbanes Oxley

Dissertation Committee: Rudy Hirschheim (Co-Chair), Helmut Schneider (Co-Chair),

Suzanne Pawlowski, Ed Watson, Ying-Ping Lou

**Doctor of Philosophy (Ph.D.) Public Admin.,** Tennessee State University, Nashville, TN, May 2006

**Dissertation Title:** A Comparative Program Evaluation of Academic Support Services for Student Athletes at Two Land-Grant Institutions

Dissertation Committee: Alex Sekwat (Chair), Anne-Marie Rizzo, Bruce Rogers

**Master of Science (M.S.) Information Systems & Decision Sciences,** Louisiana State University, Baton

Rouge, Louisiana, May 2002

**Master's Project:** Closing the Digital Divide in Louisiana

Project Committee: Victor Mbarika, Ye-Sho Chen, Andrea Houston

**Master of Arts (M.A.) Sociology,** The University of Memphis, Memphis, Tennessee, December 1997

**Bachelor of Science (B.S.), Human & Organizational Development,** Vanderbilt University, May 1992

## PUBLICATIONS

Lewis, E.; Thomas, C.; Wilson, M.; Mbarika, V. (2012) **Telemedicine in Acute-Phase Injury Management: A Review of Practice and Advancements.** *Telemedicine and e-Health*. (Accepted for Publication)

Simmons, L.; Thomas, C.; Tsuma, C.; Mbarika, V. (2011) **Tele-Education Initiatives for Sub-Saharan Africa: The Case of the Virtual University in Kenya.** *Journal of STEM Education*. Volume 12 (6).

Kaliba, A.; Isabaliya, R.; Mbarika, V.; Kourouma, M.; Thomas, C. (2011) **Locus of control and readiness to conjure and believe in mystical powers among small business operators in Entebbe, Uganda A multilevel Rasch Rating Scale Model analysis.** *African Journal of Business Management*. Volume 5(6)

Thomas, C.; Samuels A.; Mbarika, V. (2010) **Facilitating Better Governance through E-Government Initiatives: Successful Cases in Sub-Saharan Africa.** *International Journal for Business and Public Administration*. Volume 7 (1) 71-85.

Boateng, R.; Thomas, C.; and Mbarika, V. (In Press) **When Web 2.0 Becomes a Learning Tool.** *Development and Learning in Organizations*. Volume 24 (3).

Akpan-Obong, P.; Thomas, C.; and Mbarika, V. (2009) **An African Pioneer Comes of Age: Evolution of Information and Communication Technologies (ICTs) in Uganda.** *Journal of Information, Information Technology, and Organizations*. Volume 4, 147-171.

Louisiana Public Affairs Research Council. **GulfGov Reports: A Year and A Half After Katrina and Rita, An Uneven Recovery.** <http://www.la-par.org/Publications/PDF/GulfGovII%20final.pdf>. Co-authored in conjunction with the Public Affairs Research Council. February 2007.

Louisiana Public Affairs Research Council. **GulfGov Reports: Study of the Recovery, Role, and Capacity of States and Localities Damaged by the 2005 Hurricanes.** [http://www.la-par.org/Publications/PDF/GulfGov1stReport\\_FINAL.pdf](http://www.la-par.org/Publications/PDF/GulfGov1stReport_FINAL.pdf) Co-authored in conjunction with the Public Affairs Research Council. August 2006.

#### PAPERS UNDER REVIEW

Bradley, R. V., Lang, T., Roberts, J., Thomas, C. A., and Mbarika, V.W. **Using Multimedia Case Studies: Accounting and Finance Students' Perception of an Innovative Instructional Approach.** (Journal: *International Journal of Web-Based Learning and Teaching Technologies*-2<sup>nd</sup> round)

Bradley, R.V., Pratt, R. and Thomas, C.A. **Integrating the IT Infrastructure in U.S. Hospitals: Testing a Framework for Clinical Error Detection and Reduction.** (Journal: *Journal of the Association for Information Systems*-1<sup>st</sup> round)

Bradley, R.V. and Thomas, C.A. **IT Capability Intentions and IT Infrastructure Integration in U.S. Hospitals: A Theoretical Framework and Empirical Investigation** (Journal: *Decision Sciences Journal*-1<sup>st</sup> Round)

#### WORKING PAPERS

Woosley, J. and Thomas, C. **Knowledge Management Drivers in Healthcare Supply Chain Management** (Target Journal: *Academy of Information & Management Sciences Journal*).

Thomas, C., **Interpreting IT Governance through an Institutional Lens: A Multiple Case Study of Small and Medium Enterprises** (Target Journal: *Information and Organization*).

Thomas, C. & Woosley, J., **Silos? What Silos?: A Longitudinal Study of Database Consolidation in State Government.** (Target Journal: *Journal of the Association for Information Systems*).

Thomas, C. & Mbarika, V., **Healthcare Supply Chain Management in Sub-Saharan Africa: The Case of Cameroon** (Target Journal: *Decision Sciences*).

## CONFERENCE PROCEEDINGS AND PRESENTATIONS

"Improving Pharmaceutical Supply Chains and Inventory Management Decision Support for a Hospital" November 2011  
*Proceedings of the Decision Sciences Institute*. Boston, MA.

"IT Infrastructure Integration Intentions and IT Infrastructure Integration in U.S. Hospitals: A Theoretical Framework and Empirical Investigation " November 2011. *Proceedings of the Decision Sciences Institute*. Boston, MA.

"Improving Decision Support in Hospital Pharmacy Inventory Management" September 2011. Academy of Business Research Proceedings. Atlantic City, N.J.

"Telemedicine in acute-phase injury management – a review of evidence-based practice and advancements" September 2011. Safe Community Conference. Falun, Sweden.

"The Impact of Multimedia Case Studies" *2011 Proceedings of the Louisiana Academy of Sciences*. Monroe, Louisiana. 2011

"Integrating Tomorrow's Government: An Exploratory Case Study of Resistance to Data Consolidation." *Proceedings of the America's Conference for Information Systems (AMCIS)*. New York. 2004.

"Adaptation, Implementation, and Assessment of Multimedia Instructional Materials to Communicate Technical Issues to Business Students" *Proceedings of the America's Conference for Information Systems (AMCIS)*. New York. 2004.

"E-government in Africa: A New Era for Better Governance in Sub-Saharan Africa." *Proceedings of the International Information Resource Management Association (IRMA)*. New Orleans, LA. 2004.

"Building and Implementing Multimedia Instructional Materials for Undergraduate Engineering and Business Classes." American Society for Engineering Education, Southeastern Section. Auburn, Alabama. 2004.

## GRANTS/SPONSORED RESEARCH

Principal Investigator, A Multi-Media Case Study on Pedagogical Approaches to Teaching Electronic Health Records to STEM Students, **National Science Foundation, \$488,731.00, September 2010 – June 2013.**

Co-Principal Investigator, US-Cameroon International Workshop: Collaborative Research and Education on E-medicine at University of Buea, Cameroon, **National Science Foundation, \$48,644.00, January 2010.**

Co-Principal Investigator, IRES: A US-Cameroon Collaboration for Information Technology in Healthcare (E-Medicine) Research in Resource-Poor Contexts, **National Science Foundation, \$149,745.00, June 2009-June 2011.**

## ADVISING EXPERIENCE

### Masters Students

Adrienne Brown (Chair) M.A. in Education, 2006

Dawn Collins (Co-Chair) M.P.A., Public Policy 2010

### Doctoral Students

Felicia Foreman (Committee Member) Ph.D. in Management, In progress

***Current as of Spring 2012***

Melanie Rey (Committee Member) Ph.D. in Education Administration, Spring 2012  
Chauncey McElwee (Committee Member) Ph.D. in Education Administration, Spring 2012

## **TEACHING EXPERIENCE**

### **Assistant Professor of Management, Southern University, Baton Rouge, LA, 2007-Present**

Accounting information Systems  
Management Information Systems (On-line)  
Quantitative Business Analysis  
Operations Management  
Systems Analysis & Design  
Principles of Management (on-line)  
Global Supply Chain Management (M.B.A.-level)  
E-Commerce (M.B.A.-level)  
Project Management (M.B.A.-Level)  
Information Systems for Public Administrators (M.P.A.-level)

### **Graduate Teaching Fellow, Louisiana State University, Baton Rouge, LA, 2005-2008**

Systems Analysis & Design  
Introduction to Information Systems  
Business Analysis in Practice  
Business Statistics  
*Average Teaching Evaluation for all Courses is 3.47/4.0.*

### **Instructor, Louisiana State University, Baton Rouge, LA, 2000-2005**

Intro to African American Studies  
Special Topics in African American Studies: Public Policy & the African American Community  
Special Topics in African American Studies: African Americans, Film, & Society

### **Instructor, The University of Phoenix, Baton Rouge, LA, 2003-2007**

Business Statistics (On-line and On-ground)  
General Education Courses (Sociology, Political Science, Business Research Techniques, Statistics & History)  
*Teaching Evaluations not Taken*

## INDUSTRY/PROFESSIONAL EXPERIENCE

**Policy Director & Confidential Advisor to the Secretary, Office of the Secretary of Louisiana's State Department of Health & Hospitals, Baton Rouge, LA, April 2010-July 2010,** Served as the senior advisor to the Secretary of DHH on matters related to health care information technology (HIT) including implementation of HIT in rural hospitals and a state-wide health information exchange and meaningful use guidelines for public hospitals; Supervised senior management of three major agencies within DHH; Supervised the development and implementation of DHH's Bureau of Policy Research and Health Systems Analysis for policy development and reporting to external stakeholders; served as direct liaison with external entities responsible for improving health care outcomes in Louisiana.

**Director of Mentoring Programs, International Center for Information Technology & Development-Southern University, Baton Rouge, LA, 2007-2010,** Developed a mentoring program that assists undergraduate and graduate students in choosing a Science, Technology, Engineering, or Math (STEM). Implemented a peer support program for undergraduate students; Implemented an undergraduate research program to partner promising undergraduates with faculty to produce scholarly research; Monitored compliance with established program milestones for assessment purposes.

**Diversity Recruiter, LSU Center for Internal Audit, Baton Rouge, LA, 2007-2009,** Served as the primary contact for companies recruiting minority candidates for internal audit entry-level positions and internships.

- Recruited minority students to the LSUCIA program
- Conducted diversity training workshops for students
- Collected and analyzed data for diversity initiatives

**Research Director, Louisiana Family Recovery Corps, Baton Rouge, LA, 2006-2007,** Served as the database administrator for a medium private non-profit organization charged with the responsibility of repatriating Louisiana residents who were displaced by hurricanes Rita and Katrina.

- Developed reports for managerial decision making.
- Developed performance measures for contracted programs.
- Participated in budgetary activities including forecasting expenditures and revenues.
- Managed organization performance review.
- Facilitated research on employment impediments experienced by FEMA trailer park residents



**Research Associate, Public Affairs Research Council of Louisiana, Baton Rouge, LA, 2006-2007,** Coauthored research that examined the socio-economic impact of hurricanes Katrina and Rita on local governments in Louisiana.

**Sarbanes-Oxley Consultant, Baton Rouge, LA, 2004-Present,** Assisted publicly traded companies with Sarbanes-Oxley (404) compliance including COBIT documentation, testing and assessment of internal controls. Served as the project manager for implementation of FOCUS© software to facilitate the migration of SOX 404 compliance from a paper-based manual process to an electronic automated process.

**IT Auditor World-Wide, Avery Dennison, Pasadena, CA, 2002-2003,** Served as project leader of Sarbanes-Oxley compliance for business units in North and South America.

- Audited ERP systems in Europe, South America, North America, and Africa for security risks.
- Conducted pre and post-implementation risk assessments of ERP systems including PeopleSoft, SAP, and Tolas.
- Conducted research on IT strategy during a major merger.
- Developed COBIT compliance framework for North and South American business units.
- Secured company's assets through internal audit reviews.

**Academic Advisor, Louisiana State University, Baton Rouge, LA, 1999-2002,** Managed and directed the academic progress of varsity football players.

- Developed database architecture for the Academic Center for Athletes.
- Automated work processes.
- Developed internal controls for departmental information systems.
- Coordinated behavior management interventions for student athletes.
- Monitored special services and assessed levels of effectiveness.
- Supervised a staff of seven part-time workers.

**Family Therapist, Youth Villages, Memphis, TN, 1996-1999,** Provided individual, group, family and educational counseling to youth in an alternative school setting. Provided home-based counseling to families in Shelby and Davidson counties.

**Educator, Memphis City Schools, Memphis, TN, 1994-1996,** Taught Perspectives of U.S. History and World Geography. Co-sponsor of Harambee Literary Guild. Youth in Government sponsor.

- Coached football and tennis.
- Advised students on post-secondary choices.
- Conducted a study on racial demographic shifts in the Memphis City Schools.

**Program Coordinator, Student Anti-Violence Partnership of Philadelphia, Philadelphia, PA, 1993-1994,** Conducted staff training on mediation and conflict resolution. Developed conflict resolution curriculum.

- Co-facilitated a seminar at the National Conference on Diversity Issues in Mental Health.
- Marketed program to area schools.
- Taught effective parenting skills.
- Taught conflict resolution skills to elementary and secondary students.
- Developed a peer mediation program for high school students.

***Current as of Spring 2012***

## FACULTY DEVELOPMENT

- Course developed for the British Studies Program Consortium for Summer 2012
- Online course development & facilitation (Southern University)
- Delegate at the 11<sup>th</sup> Experiential Classroom in Entrepreneurship Studies (Oklahoma State University)

## INVITED LECTURES

### Academic

- "Jumping through Hoops: Starting and Completing Your Doctorate" Conference on Information and Communications Technology for Africa. Yaoundé, Cameroon, December 2008.
- "Research in the African American Intellectual Community" (moderator). Louisiana State University. March 2002.
- "Challenges in the African American Community: Economics, Education, & Discipline for the New Millennium" Louisiana State University. October 2001.

### Non-Academic

- "College? Is it for me?" High School lecture to Acadiana High Seniors. April 2011.
- "Auditing Diversity in 21<sup>st</sup> Century organizations" Baton Rouge Chapter of the Institute for Internal Auditors. October 2009.
- "Bridging the Divide between LSU and SU" LSU chapter of Phi Beta Sigma. February 2008.
- "Some Thoughts on Diversity in Higher Education" Kean Miller Law Firm Symposium on Diversity in Louisiana. October 2007
- "African Americans and the Military" Baton Rouge, LA 225<sup>th</sup> Battalion African American History Month Celebration. February 2006.
- "The Digital Divide in Louisiana" Baton Rouge, LA East Baton Rouge Public Library. February 2004.

## PROFESSIONAL AFFILIATIONS

The Association for Information Systems  
The Decision Sciences Institute  
Information Resource Management Association (International)  
Institute of Internal Auditors  
KPMG Ph.D. Project  
Black Data Processors Associates (BDPA)  
American Society for Public Administration  
Louisiana Technology Council  
Management Faculty of Colour Association

## COMMUNITY SERVICE

Volunteer, WRKF Public Radio  
Treasurer, J.H. Lowrey Foundation  
Member, AMIKids Baton Rouge  
Member, Tyrus Thomas Foundation Board of Directors

*Current as of Spring 2012*

Member, Baton Rouge International School Foundation  
Member, Dress for Success Baton Rouge Board of Directors

## REFERENCES

Dr. John Woosley  
Assistant Professor of Supply Chain Management  
Southeastern Louisiana University  
Hammond, LA  
Phone: 225.773.1316  
Email: [john.woosley@selu.edu](mailto:john.woosley@selu.edu)

Dr. Suzanne Pawlowski, Ph.D.  
Associate Professor of Information Systems  
& Decision Sciences  
College of Business  
Louisiana State University  
Baton Rouge, LA 70803  
Phone: 225.578.2126  
Email: [spawlowski@lsu.edu](mailto:spawlowski@lsu.edu)

Dr. A. Dexter Samuels, Ph.D.  
Interim Assistant Dean  
College of Public Service and Urban Affairs  
330 10th Ave. North, Suite E-405  
Nashville, TN 37203  
Phone: (615) 963-7017  
Email: [asamuels01@Tnstate.edu](mailto:asamuels01@Tnstate.edu)

## STATEMENT OF RESEARCH INTERESTS

A review of my vita reveals that my formal education is varied and includes the public sector-private sector dichotomy. Likewise, my research interests include topics focused on issues related to organizations in both the public and private sectors. During my doctoral studies, I have attempted to build upon my training in sociology, information systems, public policy, and decision sciences by focusing my research on two research streams: economic development/technology policy in developing nations and IT governance/decision making within organizations. Both of these research streams reflect my professional training and organizational interests.

My dissertation research draws on my training and experiences as an IT auditor at Avery Dennison. My position with Avery afforded me the opportunity to work internationally while assisting in the company's initial Sarbanes-Oxley (SOX) compliance efforts. While coordinating the company's North America and South America IT compliance efforts, I observed trends within the company's business units. These observations led me to the general research question of my dissertation: how has Sarbanes-Oxley compliance impacted governance in IT departments of small and medium enterprises? Drawing upon my past experience as a field researcher; using the theoretical lens of institutionalism and the IT governance framework established by Weil and Ross (2003), I explore how the IT departments of three small and medium publicly-traded enterprises are impacted by SOX compliance efforts. My ultimate goals are to provide insight on how regulatory compliance impacts overall IT governance; extend Weil and Ross' initial model, and establish the main constructs for a future empirical study.

My research on technology in developing countries is geographically focused on Sub-Saharan Africa. My decision to focus on this area is two-fold: 1) the continent is underexplored from a research perspective and 2) Sub-Saharan Africa is historically underdeveloped and offers the opportunity to see how technology is used and adopted to from a non-Western perspective and thus, offers some potential insights that may be adopted and implemented for practical use in the West. This has been the case with my sponsored research through the National Science Foundation that focuses on telemedicine in Sub-Saharan Africa. I have recently been awarded an additional research grant (approx. \$488,000 ) from NSF. This sponsored research will focus on utilizing multi-media case studies for training telemedicine professionals in developing nations and will employ the help of undergraduate and graduate students who will conduct field research in Cameroon and other developing nations. I clearly intend to build upon this stream of research as well as continue to compete for grants through NSF, other government funding agencies, and private funding sources.

My future research initiatives include building on the two streams I have already established as well as developing a stream of research that utilizes my graduate training in management science. I hope to eventually publish research on healthcare supply chain management in rural U.S. areas and developing nations as the topic is timely and promises to yield fruitful insight on healthcare management issues.

## STATEMENT OF TEACHING PHILOSOPHY

I AM PASSIONATE ABOUT TEACHING and my philosophy centers on my belief that the role of an educator is to facilitate the learning process and to assist each student with attaining the level of proficiency s/he chooses. As trite as it may seem, if this objective is not met, I do not believe that I have truly done my job effectively. Understanding that learning styles differ---those of traditional populations may differ from non-traditional populations---I have chosen to use a teaching philosophy that focuses on the use of multiple media.

My teaching philosophy is informed by five major objectives:

- Understanding that learning styles vary depending on the population;
- Demystifying the role of the professor;
- Infusing a global perspective in my content delivery;
- Incorporating multimedia sources for course content;
- and invoking critical thinking among my students.

During my tenure as an educator at the undergraduate and graduate levels, I have worked diligently to operationalize these five objectives in my teaching philosophy. Regardless of the specific objectives of each respective course, my teaching philosophy has been the overarching guide in perfecting my craft and optimizing student engagement and success.

My undergraduate class format is varied and usually includes lectures with relevant cases that provide the students some tangibility to the concepts covered. Because business is an applied discipline, I use industry-based examples including multimedia case studies that have been shown to improve student's critical thinking analysis. My students are usually divided into groups of four and engage in a series of group projects which can come in the form of case study analysis, software projects, problem sets, or research projects. I maintain oversight of each group by requiring updates submitted via Blackboard that include peer assessments and a weekly breakdown of tasks attempted and achieved. All projects culminate with the delivery of a written document and an oral presentation to the class. This requirement ensures that my students have an opportunity to develop and improve their problem solving techniques, written and interpersonal communication, and presentation skills.

My approach to graduate education is similar to my undergraduate teaching method in that students are required to participate in group projects that cultivate the same aforementioned skill sets. Additionally, my graduate students are required to complete a research component that requires that they utilize the library's online databases. I typically take articles from top trade journals such as *Harvard Business Review*, *California Business Review*, *Sloan Management Review*, *MISQ Executive*, *CIO*, *Wired*, *Information Week*, etc. These publications are used primarily for their emphasis on addressing managerial issues

Having worked on four continents in private industry, I have seen globalization first hand. The concepts discussed in Friedman's *The World is Flat* are real and I consistently inform my students that their competition will not only come from the university's peer institutions but from Brazil, South Africa,

Ireland and other emerging economies. Moreover, their constituents will increasingly come from abroad. With this fact in mind, my teaching philosophy incorporates a global approach by incorporating supplemental content that informs the students' perspectives about the global economy.

Finally, invoking critical thought is a cornerstone of my teaching philosophy. As a social scientist, I understand the intricacies of solving problems in organizations. A significant part of my class time is spent engaging my students in critical thinking using a quasi-Socratic method. Students in my courses quickly discover that the environment in my classroom does not lend itself to daydreaming or inattentiveness. I take my craft seriously and require that they feel the same about my courses.

I have applied my teaching philosophy to the following courses:

Louisiana State University	Southern University	University of Phoenix
Systems Analysis & Design Intro to Information Systems Intro to Business Statistics Business Analysis in Practice Public Policy & the African American Community Intro to African American Studies African Americans, Film, & Society	Management Information Systems Accounting Information Systems E-Commerce (MBA level) Global Supply Chain Management (MBA level) Quantitative Business Analysis Operations Management Information Systems for Pub. Admin. Project Management Supply Chain Logistics	Intro Business Statistics Intro Political Science Intro Sociology

Despite the diversity of population of all three universities, I have consistently received favorable evaluations for my courses as well as positive feedback from my students.

## COMMENTS FROM STUDENTS

### Louisiana State University

- Just letting you know Excel; Business Analysis in Practice is really paying off...made two spread sheets that have been praised by my seniors, and one is hopefully going to be spread throughout our project...enjoying the class
- Dr. Thomas made the course fun and was energetic in delivering a boring subject.
- He was a personable, informed instructor with a wealth of knowledge to share with the class
- He was a very nice teacher and knows what he is talking about. This is a valuable class but was interrupted several times during the semester due to fall break and Thanksgiving.
- Dr. Thomas was awesome as a person and is a good teacher.
- Carlos has a great presence and attitude. His teaching strategy taught me more than just what was in the textbook.
- Keep his class...most valuable marketing tool I had for my job.
- Very enthusiastic and a great teacher. Awesome!
- Mr. Thomas was an awesome teacher and was very exuberant. It was a pleasure to have him teach me.
- I liked how he didn't always refer to the slides; he used real life application
- Innovative ways of explaining
- He was funny and interesting allowing the students to feel comfortable in the classroom which helped the class feel more willing to learn.
- Enthusiastic, well rounded
- He wasn't boring so I didn't really mind listening to him even though the material was boring.

### Southern University

- No written comments were submitted.

### University of Phoenix

- Carlos was an excellent instructor
- Dr. Thomas was the reason I stayed in the program. He was very encouraging.
- He broke statistics down in a way to help me understand exactly what statistics are.



**Revised**

**SOUTHERN UNIVERSITY SYSTEM  
PRESIDENTIAL EVALUATION PROCEDURE**

1. **Evaluation Committee.** The Chairman of the Board shall appoint the Personnel Affairs Committee to act to evaluate the President of the System. It shall be the Committee's duty to review the evaluation instrument, distribute it to Board members, collect and analyze the completed document. The President of the Southern University System shall have a formal evaluation conducted annually in **March-June**.
2. **Presidential Self-Assessment.** The President shall present in writing to the Board members by **March-June 1**, a self-assessment which shall include, but not be limited to, (1) an assessment of performance in relation to the goals and objectives for the period for which he is being evaluated in the six (6) areas of the evaluation instrument; (2) a statement of goals and objectives for the next year; (3) a description of major areas of institutional concern; and (4) an assessment of major factors which may inhibit or alter expectations and objectives.
3. **Evaluation Process.** Each Board member shall receive a copy of the President's self-assessment prior to completing the evaluation form. The Committee, having made an analysis of the evaluation, shall present to the full Board, in Executive Session, the final results on or before its annual meeting in **March-June**. The Board shall then meet in Executive Session with the President to present and discuss the final analysis of the evaluation.
4. **Public Announcement.** The Chairman of the Board shall announce to the public when the Board's assessment of the President has been completed.

Revised: June 2012