

**DONALD E. HARTER**  
Syracuse University  
Whitman School of Management  
721 University Avenue  
Syracuse, New York 13244-2130  
(315) 443-3502

**EDUCATION:**

Ph.D., Information Systems, Carnegie Mellon University, 2000  
M.S., Information Systems, Carnegie Mellon University, 1996  
M.B.A., Ohio University, 1993  
M.S., Statistics and Probability, Michigan State University, 1976  
B.S., Mathematics, Michigan State University, 1974

**EXPERIENCE:**

**Syracuse University Whitman School of Management**

Assistant Professor, Management Information Systems, 2003-present  
Whitman Teaching Fellow, 2008-2010

**University of Michigan Business School**

Assistant Professor, Computer and Information Systems, 2000-2003  
Director, Information Systems Executive Forum, 1999-2001  
Lecturer, Computer and Information Systems, 1999-2000

**Carnegie Mellon University, 1994-1999**

PricewaterhouseCoopers E-commerce Maturity Model (emm@) grant 1999  
Teaching Fellow, Eberly Center for Teaching Excellence, 1998-1999  
Air Force Office of Scientific Research (AFOSR) grant, 1997-1999  
Mellon Fellowship, Doctoral Program, Graduate School of Industrial Administration (GSIA), 1994-1997

**BDM International, Inc., 1977- 1994**

Senior Vice President & General Manager, Defense Systems Integration, 1993-1994  
Senior Vice President, Information Systems 1992  
Vice President, Business Development and Operations 1989-1991  
Vice President, Software Engineering 1987-1989  
Director (Executive), Logistics Data Systems 1986-1987  
Director (International Division), Network Systems Analysis 1984-1986  
Manager, Modeling Analysis 1980-1984  
Associate Manager, Distribution Systems 1979-1980  
Technical Leader, Simulation and Modeling 1979  
Associate Staff Member, Simulation and Modeling 1977-1978

## RESEARCH

### Journal Articles

1. "Impact of Budget and Schedule Pressure on Software Development Cycle Time and Effort"  
IEEE Transactions on Software Engineering (forthcoming 2009)  
Ning Nan, Donald E. Harter
2. "Quality Improvement and Infrastructure Activity Costs in Software Development: A Longitudinal Analysis"  
*Quality Control and Applied Statistics*, **49**(2) 221, 2004  
Donald E. Harter, Sandra A. Slaughter  
Reprinted with permission from *Management Science*
3. "Quality Improvement and Infrastructure Activity Costs in Software Development: A Longitudinal Analysis,"  
*Management Science*, **49**(6) 784-800, June 2003  
Donald E. Harter, Sandra A. Slaughter
4. "Cognitive Support for Real-Time Dynamic Decision-Making"  
*Information Systems Research (ISR)*, **12**(1) 63-82, March 2001  
F. Javier Lerch, Donald E. Harter
5. "Effects of Process Maturity on Quality, Cycle Time, and Effort in Software Product Development"  
*Management Science*, **46**(4) 451-466, April 2000  
Donald E. Harter, Mayuram S. Krishnan, Sandra A. Slaughter
6. "Evaluating the Cost of Software Quality"  
*Engineering Management Review*, **26**(4) 32-37, Winter 1998  
Reprinted with permission from ACM  
Sandra A. Slaughter, Donald E. Harter, Mayuram S. Krishnan
7. "Evaluating the Cost of Software Quality"  
*Communications of the ACM*, **41**(8) 67-73, August 1998  
Sandra A. Slaughter, Donald E. Harter, Mayuram S. Krishnan
8. "Using Simulation-based Experiments for Software Requirements Engineering"  
*Annals of Software Engineering*, **3** 345-366, September 1997  
F. Javier Lerch, Deborah Ballou, Donald E. Harter

### Manuscripts under Review

1. "Does Software Process Improvement Reduce the Severity of Defects? A Longitudinal Field Study"  
Revise and resubmit at *IEEE Transactions of Software Engineering*  
Donald E. Harter, Chris F. Kemerer, Sandra A. Slaughter

## **Work in Progress**

1. "Rescuing Software Projects: Using Early Warning Indicators to Avoid Project Failure" (in revision to incorporate reviewers' comments)  
Donald E. Harter, Ning Nan
2. "Human Capital and Process Transformation in IT Systems Development: Complements or Substitutes?" (in revision to incorporate reviewers' comments)  
Sandra A. Slaughter, Donald E. Harter, Soon Ang
3. "The Antecedents of Contract Choice: An Empirical Study" (in revision to incorporate reviewers' comments)  
Sandra A. Slaughter, Donald E. Harter, Soon Ang, Jonathan Whitaker
4. "Customer as a Co-producer: Evidence from Systems Development Projects" (in revision to incorporate reviewers' comments)  
Ramanath Subramanyam, M.S. Krishnan, Donald E. Harter
5. "An Agent Technology Taxonomy" (under development)  
Donald E. Harter, Ning Nan

## **Refereed Conference Presentations**

1. "Contracting and Performance Outcomes in Software Development Outsourcing: A Field Study,"  
INFORMS, November 2006  
Sandra Slaughter, Donald E. Harter, Soon Ang, Jonathan Whitaker
2. "Process Transformation and Human Capital in IS Development: Complements or Substitutes?"  
Academy of Management, August 2006  
Sandra Slaughter, Donald E. Harter, Soon Ang
3. "Impact of Schedule and Budget Pressure on Software Development: A Behavioral Perspective,"  
Academy of Management, August 2005  
Nan Ning, Donald E. Harter, Tara Thomas
4. "Contract Choice and its Effects on Software Quality in IT Outsourcing: An Empirical Study,"  
Academy of Management, August 2004  
Sandra A. Slaughter, Soon Ang, Donald E. Harter, Jonathan Whitaker
5. "The Impact of Schedule Pressure on Software Development: A Behavioral Perspective,"  
International Conference on Information Systems (ICIS), December 2003  
Nan Ning, Donald E. Harter, Tara Thomas
6. "Human Capital and Process Transformation in IT Systems Development: Complements or Substitutes?"  
Workshop on Information Systems Economics (WISE), December 2003  
Sandra A. Slaughter, Donald E. Harter, Soon Ang

7. "Changing Employment Relationships and Work Systems in IT: A Longitudinal Study of the Dynamics of Changes in IT Work Systems,"  
Academy of Management, August 2003  
Sandra A. Slaughter, Donald E. Harter, Soon Ang
8. "Economic Impact of Customer Involvement and Process Innovations on Software Development,"  
Workshop on Information Systems Economics, December 2002  
Ramanath Subramanyam, M.S. Krishnan, Donald E. Harter
9. "A Longitudinal Study of Software Quality Improvement and Information Technology Infrastructure Costs,"  
Academy of Management, August 2002  
Sandra A. Slaughter, Donald E. Harter
10. "Process Maturity and Software Quality: A Field Study"  
International Conference on Information Systems (ICIS), December 2000  
Donald E. Harter, Sandra A. Slaughter
11. "The Life Cycle Effects of Software Process Improvement: A Longitudinal Analysis"  
International Conference on Information Systems (ICIS), December 1998  
Donald E. Harter, Sandra A. Slaughter, Mayuram S. Krishnan
12. "Benefits of CMM-Based Process Improvements for Support Activities: An Empirical Study"  
Association for Information Systems, Software Process Improvement Track, August 1998  
Donald E. Harter, Sandra A. Slaughter, Mayuram S. Krishnan
13. "Time Pressure in Real-Time Dynamic Decision Making"  
Association for Information Systems, Decision Making Under Time Pressure Track,  
August 1998  
F. Javier Lerch, Donald E. Harter, Cleotilde Gonzalez
14. "Individual Differences in Real-Time Dynamic Decision Making"  
Naturalistic Decision Making, May 1998  
F. Javier Lerch, Donald E. Harter, Cleotilde Gonzalez
15. "The Cost of Quality in Software Development: An Empirical Analysis"  
Workshop on Information Systems and Economics (WISE), December 1997  
Donald E. Harter, Mayuram S. Krishnan, Sandra A. Slaughter
16. "Software Quality, Test and Validation"  
Air Force Communications and Electronics Association (AFCEA) Midwest Conference,  
July 1990  
Donald E. Harter
17. "Use of DAMSEL Data Base for Routing Analysis"  
Twentieth Annual US Army Operations Research Symposium (AORS XX), October 1981  
Donald E. Harter

### **Invited Presentations and Panels**

1. "Antecedents of Contract Choice: An Empirical Study"  
INFORMS, October 2009  
Sandra Slaughter, Donald E. Harter, Soon Ang
2. "Resource Planning Software Development: Causes for Failure and Steps for Recovery,"  
National Science Foundation  
Project Science Workshop, October 2006  
Donald E. Harter
3. "Privacy in the Library: Implications of RFID Implementation,"  
Polaris User's Group, Syracuse, NY, September 2004  
Donald E. Harter
4. "Teaching Executive Courses – what to expect,"  
Academy of Management Panelist: Teaching Boot Camp 101  
Academy of Management  
Donald E. Harter, Gary Katzenstein (HKUST), Polly Parker (Auckland University)
5. "Information Engineering"  
13th National Computer Conference, Saudi Computer Society, Riyadh, Saudi Arabia,  
November 1992  
Donald E. Harter
6. "Organizing and Managing Large Scale Software Development Projects"  
Visions of the Year 2000: A Strategic Software Perspective, Fourth International  
Conference on Strategic Software Systems, March 1992  
Mark C. Filteau, Donald E. Harter

### **GRANTS, FELLOWSHIPS AND SCHOLARSHIPS**

1. JP Morgan Chase Research Grant, 2009
2. Whitman School of Management Summer Research Grant, 2008
3. Whitman School of Management Curriculum Innovation Grant (Six Sigma), 2006
4. PricewaterhouseCoopers E-commerce Maturity Model (emm@) grant, 1999
5. Air Force Office of Scientific Research (AFOSR) grant, 1997-1999
6. Mellon Fellowship, Carnegie Mellon University, Doctoral Program, 1994-1997

## **AWARDS AND DISTINCTIONS**

Syracuse University – Whitman School

- Whitman Teaching Fellow – 2008-2010
- Convocation Marshall – May 2005 (selected by MBA students)
- Convocation Marshall (selected by MBA ACP students) – August 2005 (unable to attend due to Academy of Management research conference presentation)

Syracuse University – University-wide

- Nominated for University's Meredith Teaching Recognition Award - 2009

University of Michigan – University-wide

- Faculty Recognition Award for Outstanding Research Mentorship – Honorable Mention, Undergraduate Research Opportunity Program, April 2003

Carnegie Mellon University – Business School (Graduate School of Industrial Admin.)

- Undergraduate Teaching Award, 1998
- William Larimer Mellon Fellowship, Carnegie Mellon University - 1994-97

Carnegie Mellon University – University-wide

- University Teaching Fellow, Eberly Center for Teaching Excellence, 1998-1999
- Graduate Teaching Award – Honorable Mention, 1998
- ICIS Doctoral Consortium, Helsinki, Finland - 1998
- HCI Consortium Fellowship, Fraser, Colorado - 1996

BDM International

- Air Force Award for Excellence (Requirements Data Bank program) - 1991
- Hewlett-Packard/Ford Motor "Best-in-Class" Award in Information Technology - 1991

## **TEACHING**

### ***Syracuse University***

#### ***Graduate & Executive Education***

1. BUA 990 - PhD Research Methods, 2 semesters
2. MIS 930 - PhD Seminar in Information Systems, 1 semester
3. MBC 634 – MBA IT & Electronic Commerce, 6 semesters
4. SCM 656 – MBA Project Management, 8 semester sections
5. MBC 606 – MBA IT for Decision Support, 2 semesters
6. Executive Education: Project Management, 1 session
7. Executive Education: Enterprise Resource Planning, 1 session
8. Executive Education: Project Management for Executives, 1 session (scheduled)

#### ***Undergraduate***

1. SOM 123 - Introduction to Information Systems, 3 semesters
2. MIS 400 - Introduction to Project Management, 1 semester
3. IST/MIS 365 - Business Value of IT, 1 semester
4. IST/MIS 375 - Management of IT Contracting, 1 semester

**University of Michigan:**

**Graduate and Executive Education**

1. CIS 897 - PhD Seminar in Information Systems, 2 semesters
2. EMBA 612 - Leveraging Information Technology, 2 semesters
3. CIS 518 – MBA Electronic Commerce, 3 semesters
4. CIS 551 – MBA Information Systems, 5 semesters
5. CIS 552 – MBA Information Systems, 2 semesters
6. Executive Education: Electronic Commerce, 3 sessions

**Undergraduate**

1. CIS 301 - Information Systems, 1 semester

**Carnegie Mellon University:**

**Training other instructors**

1. National Science Foundation Engineering Education Scholars Program - 1999
2. National Science Foundation Engineering Education Scholars Program - 1998
3. Carnegie Mellon School of Computer Science Teaching Assistant Training - 1998

**Graduate and Executive Education**

1. Executive Education: Information Technology Analysis, 1 course (*Co-instructor*)
2. Graduate Summer Institute: Computer Skills Workshop, 4 summers (*Instructor*)
3. 45-963 – MBA Artificial Intelligence and Expert Systems, 1 semester (*TA & Guest Lect.*)
4. 45-870 – MBA Strategic Mgt of Info Systems, 1 semester (*TA & Guest Lecturer*)
5. 45-950 – MBA Executive Communications, 4 semesters (*TA & Guest Lecturer*)
6. 45-795 – MBA Oral Mgt Communications, 2 semesters (*TA & Guest Lecturer*)
7. 45-870 – MBA Management of Information Systems, 3 semesters (*TA*)
8. 45-941 – MBA Information Systems Modeling [Database, 3 semesters (*TA*)
9. 45-913 – MBA Program Trading [Computerized Stock Trading], 3 semesters (*TA*)
10. 45-872 – MBA Information Resource Management [Data base], 1 semester (*TA*)
11. 45-781 – MBA Management Game, 1 semester (*Course Assistant*)

**Undergraduate**

1. 70-456 - Telecommunications & Network Management, 1 semester (*Instructor*)
2. 70-451 - Management Information Systems, 3 semesters (*Instructor*)
3. 70-451 - Management Information Systems, 4 semesters (*Recitation*)
4. 70-440 - Strategic Management, 1 semester (*Teaching Assistant*)

**Michigan State University**

1. STT-311 - Statistics and Probability, 10 quarter sections (*Recitation*)

## **SERVICE AND PROFESSIONAL APPOINTMENTS**

### **University Community**

1. Associate Editor, ICIS 2009
2. Program Committee, INFORMS CIST, 2005
3. Co-Chair, Workshop on Information Systems and Economics (WISE), 2001
4. Local Co-Chair, Workshop on Information Systems and Economics (WISE), 1999

### **Syracuse University**

1. Masters Board (MBA & MS programs), 2008-present
2. Teaching Committee, 2006-2008
3. Masters Board (MBA & MS programs), 2004-2006

### **University of Michigan**

1. PhD Area Coordinator, Computer and Information Systems, University of Michigan, 2000-2001
2. Director, Information Systems Executive Forum (ISEF), University of Michigan, 1999-2001 (fund raising, conference planning)

### **BDM International**

1. Board of Directors, Ohio Computer Technology Center (OCTC) - 1991-1993
2. Chairman for Technology Transfer, Ohio Computer Technology Center - 1991-1993

## **MENTORING GRADUATE STUDENT RESEARCH**

1. Doctoral dissertation committee  
James Goldstein (Whitman School of Management)  
"IT-Related Operational Risk: An Empirical Study"  
Defense 2009
2. Doctoral dissertation committee  
Greg Lawrence (Whitman School of Management)  
Proposed 2009
3. Doctoral dissertation committee  
Frank Mullins (Whitman School of Management)  
Proposed 2009
4. Doctoral dissertation committee  
Jason Pattit (Whitman School of Management)  
"An Examination of Project-Level R&D Sourcing Decisions, Contractual Complexity and the Functions of an R&D Contract"  
Defense scheduled for 2010
5. Masters dissertation committee (administrative graduate chair):  
Mugdha Thakur (Syracuse Engineering School)  
"Safety Concerns in MRI"  
Dissertation Chair representing the university (administrative), 2008

6. Doctoral dissertation committee  
James Howison (Syracuse School of Information Studies)  
"Alone Together: A socio-technical theory of motivation, coordination and collaboration technologies in organizing for free and open source software development"  
Dissertation defense 2008
7. Doctoral dissertation committee  
Ajit Appari (Whitman School of Management)  
"Measurement of IT Investments: A Multi-factor Model and its Operationalization"  
Dissertation defense 2008
8. Doctoral dissertation committee  
Jonathan Whitaker (University of Michigan Business School)  
"Antecedents and Performance Outcomes of Onshore and Offshore Business Process Outsourcing"  
Dissertation defense 2007
9. Doctoral dissertation committee  
Chingning Wang (Syracuse School of Information Studies)  
"Theorizing Strategic IT Compensation Decisions: Coping with Uncertainty in Organizations by IT Compensation"  
Dissertation defense 2007
10. Doctoral dissertation committee (administrative graduate chair):  
Indira Guzman De Galvez (Syracuse School of Information Studies)  
"As You Like I.T.: Occupational Culture and Commitment of New Information Technologists"  
Dissertation Chair representing the university (administrative), 2006
11. Doctoral dissertation committee (administrative graduate chair):  
Hala Annabi (Syracuse School of Information Studies)  
"Collective Learning in Distributed Groups: The Case of Open Source Software"  
Dissertation Chair representing the university (administrative), 2005
12. Doctoral dissertation committee:  
Ramanath Subramanyam, University of Michigan Business School, 2003.  
"The Role of Metrics and Customer Involvement in Software Development"
13. Doctoral dissertation committee:  
Evelyn J. Barry, Carnegie Mellon University, 2001  
"Lifecycle Software Maintenance and Evolutionary Patterns: A Longitudinal Analysis"
14. Reader, Master's thesis:  
Seung Man Lee, Carnegie Mellon University, April 1998  
"The Effects of Training Strategies and Human Working Memory in Dynamic Multi-task Environments"