

# Timothy J. Olsen, *PhD*

*Assistant Professor*

Management Information Systems – Gonzaga University  
Spokane, WA

email: [olsent@gonzaga.edu](mailto:olsent@gonzaga.edu) - Website: <http://www.timolsen.com>

## 1. Summary

Research Streams	(1) IT Management (IT Shared Services), (2) Enterprise crowdsourcing, micro work (3) Process/Service Innovation in Healthcare Delivery
Dissertation	Title: <i>Realizing Shared Services: A Punctuated Process Analysis of a Public IT Department</i>  Committee: Richard Welke, Lars Mathiassen, Wesley Johnson, Jeanne Ross (MIT)  Defended: August 2012 (Georgia State University)
Courses Recently Taught	Technical Foundation of Digital Marketing Spring 2016 Technology for Tech Startups (Undergraduate) Fall 2015, Fall 2016 Systems Analysis and Design (Undergrad Capstone) 2014-2016 Problem Solving Techniques using Java (Undergraduate) 2014-2016 Applied Projects (Online and Evening Professional MSIM) Spring 2013 Business Processes and Workflows (Professional MSIM and MBA) 2013-2014
Professional Experience	Assistant Professor Gonzaga University, Postdoc at Mayo Clinic, Clinical Assistant Professor, Research Assistant, Marketing Consultant, IT Auditor, Web Developer, Network/Server Administrator
Service	Developed new courses on Business Process Management and the Composable-Web with colleagues from the University of Georgia Facilitated 30 different applied projects with 26 organizations for undergraduate capstone course
Academic Honors	GSU Dissertation Award, AOM/OCIS/AMCIS/DESRIST/NITIM Doctoral Consortiums, DSST Research Workshop Participant

## 2. Education

<b>Degree</b>	<b>Major</b>	<b>Institution</b>	<b>Date</b>
Ph.D.	Computer Information Systems	Georgia State University J. Mack Robinson College of Business Center for Process Innovation Atlanta, GA	August 2012
M.S.	Information Systems	Brigham Young University, Provo, UT	April 2007
B.S.	Information Systems	Brigham Young University, Provo, UT	April 2006

## 3. Research

### 3.1.1 Peer-Reviewed Research

1. Kaganer, E., Carmel, E., **Olsen, T.**, Hirschheim, R. "Clouds and Crowds: obstacles, enablers, and choices" *MIT – Sloan Management Review*, January 2013.

2. **Olsen, T.**, Carmel, E. “The Process of Atomization of Business Tasks for Crowdsourcing.” *Strategic Outsourcing: An International Journal* (November 2013).
3. Forthcoming (2018) Wang, H., Du, R., Olsen, T.,, “Examining the relationship among consumers' satisfaction, trust and repurchase intention: The role of perceived effectiveness of feedback mechanisms” *Information Systems Management*

### 3.1.2 Working Papers

#### **Manuscripts at Advanced Stages of Preparation**

1. **Olsen, T.**, Mathiassen, L., Welke, R., “Analytical Archetypes of IS Process Research” Target: *JAIS*
2. **Olsen, T.**, Welke, R., Mathiassen, L. “Lessons learned from an IT Shared Services Implementation” Target: *MISQ-E*

#### **Manuscripts at Intermediate Stages of Preparation**

3. **Olsen, T.** and Welke, R., “IT on the Offensive: The Process of Realizing IT as a Business Within a Business,”
4. **Olsen, T.**, Welke, R. “Understanding Events in Process Theory Methods” Target: *JAIS*.
5. **Olsen, T.** Cannon, K. “Teaching Data Analytics in Accounting Programs: A way forward”

#### **Manuscripts at Beginning Stages of Preparation**

6. **Olsen, T.**, Carmel, E. “Enterprise Crowdsourcing’s effect on Global Development”
7. **Olsen, T.**, “Introductory Programming Languages used by top-IS programs” target: CAIS
8. **Olsen, T.** “Teaching Composable Development using Google Apps Script” target: JISE

### 3.1.3 Peer-Reviewed Conference Articles and Proceedings

1. **Olsen, T.**, “Theorizing and Data Analysis in Qualitative Process Research” AMCIS, San Diego, CA August 2016.
2. **Olsen, T.**, “Research opportunities across the crowdwork lifecycle” SIGOPEN, ICIS, Dallas, TX, Dec. 2015.
3. Wang, H., Du, R., **Olsen, T.** “Examining the Relationship between Consumers’ Satisfaction, Trust and Repurchase Intention: The Role of Perceived Effectiveness of Feedback Mechanisms” Human Computer Interaction, Los Angeles, CA, August, 2015
4. **Olsen, T.**, et. al “Business Process Management Research and Education” (Panel) AMCIS, Savannah, GA August 2014
5. **Olsen, T.**, “What the crowd means for research, data gathering and analysis” Workshop on Transparency and Openness, ICIS, Milan, Italy, December 2013
6. **Olsen, T.**, Moser, K. “Teaching Web APIs in Introductory and Programming Classes: How and Why” SIG-ED, ICIS, Milan, Italy, December 2013
7. **Olsen, T.** et al. “2014 e-Government Survey” United Nations, 2014.
8. **Olsen, T.** Welke, R. “Understanding Events, Critical Incidents, and Punctuation in Process Theories” AMCIS, Chicago, IL, August 2013
9. **Olsen, T.** Carmel, E. , “Crowdsourcing in China: insights and analysis of current practices” SIG Global Development – ICIS 2012, Orlando, Florida.
10. **Olsen, T.**, “Micro-outsourcing in China” Cross-Cultural Research in Information Systems (CCRIS), ICIS 2011, Shanghai, China.
11. **Olsen, T.** “Workflow Management of Microsourced Tasks Using a Business Process Management System (BPMS)” CrowdConf, San Francisco, November 2011.
12. **Olsen, T.**, Bostrom, B., Marjanovic, O., Welke, R. “Teaching 21<sup>st</sup> Century BPM and BPMS” AMCIS, Detroit, Michigan, August 2011.

13. **Olsen, T.** "Incorporating Crowdsourcing into Business Processes", CSCW 2011, March 19–23, 2011, Hangzhou, China.
14. **Olsen, T.** and Welke, R., "Moving Towards IT as a Shared Service," in (presented at the Society for Information Management Academic Workshop, St. Louis, Missouri, 2010).
15. **Olsen, T.**, and Welke, R. "Composing Adaptive and Scalable IT Shared Services," Proceedings of SIGSVC Workshop. Sprouts: Working Papers on Information Systems, ICIS, 2010.
16. **Olsen, T.**, "The Execution of a Business Process in the Cloud," 20th Workshop on Information Technologies and Systems (WITS 2010), ICIS St. Louis, Missouri, December 11-12, 2010.
17. **Olsen T.**, and Mathews, K., "A Micro-labs Design: Informal Learning in a Social Networked Setting," in (presented at the International Academy for Information Management Conference, St. Louis, Missouri, 2010).
18. **Olsen et al.**, "Collaborative and Open Technologies and their Impact on Information Systems Instruction," AMCIS 2010 Proceedings (August 1, 2010).
19. **Olsen, T.**, "Transcending IT Management Traditions: from Technology- to Service-oriented Management", March 2009, Southern Association for Information Systems, Atlanta, Georgia.
20. **Olsen, T.**, "The UnCourse Design: Informal Learning in the University Environment," DESRIST Doctoral Consortium, Malvern, PA, 2009).
21. **Olsen, T.** and Welke, R., "Learning Styles as Predictors of Problem-Based Learning satisfaction in the Information Systems Classroom," in (presented at the International Academy for Information Management Conference, Paris, France, 2008).
22. Markham, S. and **Olsen, T.**, "Understanding the Effectiveness of Problem-based Learning through the Lens of Boundary Objects," in (presented at the International Conference on Frontiers in Education: Computer Science and Computer Engineering, Las Vegas, Nevada, USA, 2008).

### 3.1.4 Books and Book Chapters

1. Welke, R. and **Olsen, T.** "*How Do U... Create a BizAgiXpress Server using Amazon Web Services*" HowDoUPress, 2011, 73p. ISBN: 978-0-9835439-0-9

### 3.1.5 Ph.D Dissertation

Olsen, T. "Realizing Shared Services: A Punctuated Process Analysis of a Public IT Department"

#### Abstract

IT services are increasingly being offered via a shared service model. This model promises the benefits of centralization and consolidation, as well as an increased customer satisfaction. Adopting shared services is not easy as it necessitates a major organizational change, with few documented exemplars to guide managers. This research explores a public IT unit's realization of shared services with the intent to improve the transparency of its value proposition to their stakeholders. An ethnographic field study enabled in-situ data collection over a 24-month period. We analyzed the resulting, rich process data using the Punctuated Socio-Technical IS Change (PSIC) model. This resulted in several contributions: an explanatory account of shared services realization, an empirically grounded punctuated process model with seventeen critical incidents, and twelve key lessons for practitioners. Several extensions to extant process research methods are developed. These contributions combine to form a detailed and nuanced understanding of the process of realizing IT shared services at a large public university over a multi-year period.

**Proposal Defense Date:** 30 July 2010

**Dissertation Defense Date:** 23 August 2012

**Dissertation Advisers:** Richard Welke, Lars Mathiassen

**Dissertation Committee:**

- Richard Welke, Chair
- Lars Mathiassen, co-Chair
- Jeanne Ross, Massachusetts Institute of Technology
- Wesley Johnson, Marketing, Georgia State University

## 4. Academic Work Experience

**Assistant Professor, Gonzaga University** (September 2014 – Present)

**Doctorate of Business Administration (DBA) Instructor, Jesuit Network, Creighton University**

**Post-doctoral Researcher at Mayo Clinic** (July 2013 – January 2014)

**Clinical Assistant Professor, Arizona State University** (July 2012 – May 2014)

**Instructor** for CIS 591 (Bus. Processes and Workflows (Day MBA, and Professional MSIM) – Eval. (6.6/7)

**Instructor** for CIS 440 (Project Management / Applied Projects) – Eval. (6.3/7)

**Instructor** for CIS 4140 (Implementing IT-facilitated Business Processes) 2 Semesters. Average eval. 4.8/5.0

**Instructor** for CIS 4120 (IT-enabled Business Process Management) 4 Semesters. Average eval. 4.6/5.0

Teaching Assistant, CIS 4120 and CIS 4140 under the direction of Dr. Richard Welke, Director Center for Process Innovation, Information Systems, Georgia State University (Atlanta, August 2007 – December 2009)

Research Assistant for Dr. Nick Ball, Professor of Information Systems, Marriott School of Management, Brigham Young University (Provo, September 2006 – August 2007)

Research Assistant for Dr. Nile Hatch, Professor of Entrepreneurship, Marriott School of Management, Brigham Young University (Provo, January 2007 – August 2007)

Teaching Assistant, MFG 201 / MFG 202 (History of Creativity – 1500 / 1500 - Present) under direction of Dr. Brent Strong, Professor of Manufacturing Engineering and Entrepreneurial Technology, Brigham Young University (Provo, UT August 2005 – May 2007)

## 5. Non-academic Work Experience

**Massolution:** Principal Research Scientist (NYC, NY, August 2013 – present)

**ProduceBuddy.com:** Founder (Phoenix, AZ, February 2014 – present)

**SpotSource:** Founder and Research Director (Atlanta, GA, February 2011 – present)

**Familysearch.org:** Project Manager and Network Engineer (Orem, UT May 2006 – Aug 2007)

**Soft Study Inc:** Market Research consultant (Santiago, Chile Jan 2006 – May 2006)

**Ernst & Young:** IT Auditor at Google, H-P, and Sun (Palo Alto, CA Apr 2005 – September 2005)

**College of Biology, BYU:** User interaction designer and developer (Provo, UT Oct 2004 – June 2005)

**HumanVoice:** 6<sup>th</sup> Employee at series-B funded dot-com startup. (Provo, UT March 2000 – Nov. 2000)

## 6. Service/Leadership

Active reviewer for journals: Journal of Information Technology, MIT-Sloan Management Review (SMR), California Management Review (CMR), International Journal of Technoentrepreneurship (IJTE)

Active reviewer conferences: JAIS, CAIS, JIT, AOM, ICIS, HICSS, AMCIS, ECIS

Associate Editor for ECIS (2012 – Present)

Mini-Track Chair for AMCIS (2015)

- Developed proposal for training program for Vietnamese professors (funding from Vietnamese government pending)
- United Nations Volunteer (2014 e-Government survey)
- Volunteer Representative (Spanish Language) of LDS Church in Cameron County, Texas (one of the poorest counties in USA) (2001-2003)
- Developed Faculty-led Study Abroad to China (“Gonzaga-In-China”) 2015.

### 6.1 Guest Lectures and Presentations

- “*Digital Marketing*” Spokane County Public Library, Sep. 2017.
- “*A review of crowdsourcing research*” faculty brown bag, Gonzaga University, Dec 3. 2014.
- “*Managing the Human Cloud*” Crowdconf, San Francisco, CA, October 2013
- “*Growth of the Crowdsourcing Industry*” Massolution Conference, New York City, NY, September 2013
- “*Understanding career development of micro-entrepreneurs in the developing world*” DSST 2013, University of Maryland iSchool, July 2013
- “*Identifying Processes in Process Research*” 10-year CEPRIN Theory Workshop, Georgia State University, May 15, 2013
- “*Automating Business Processes using Cloud Labor*” Guest Lecturer, Georgia State University, CIS 4120 – Business Process Management. November 15, 2011
- “*Business Process Management, IT Innovation, and Model Driven Execution*” Guest Lecturer, Georgia State University, Professional MBA Class, Alpharetta, GA. June 18, 2011
- “*Developing a research agenda*”, Lunch n’ Learn presentation, Robinson College of Business PhD Fellows, Atlanta, GA. February 25, 2011
- “*Shared Service Environments*”, Panel on Emerging Digital Phenomena and Changes in IS Management, Society for Information Management (SIM) Academic Workshop, St. Louis, Missouri. December 11, 2010
- “*Realizing Shared Services: Improving Cost Transparency in a Public IT Department*”, BPM 2010, Doctoral Consortium, Stevens Institute of Technology, September 2010.
- “*Realizing Shared Services: Improving Cost Transparency in a Public IT Department*” OCIS Doctoral Consortium, Montreal, Canada, August 2010.
- “*Transcending IT Management Traditions: The Process of Servitizing IT*” CIS Research Colloquium, Georgia State University. March 17, 2010
- “*Transcending IT Management Traditions: The Process of Servitizing IT*” Brigham Young University IS Research Colloquium. March 11, 2010
- “*Transcending IT Management Traditions: The Process of Servitizing IT*” Center for Process Innovation Research Colloquium. March 1, 2010
- “*A Theory of Service-oriented Management Adoption in an IT Organization – a grounded theory approach*” NITIM Doctoral Consortium, Helsinki School of Economics, Helsinki, Finland, August 24, 2009

- “*A Survey of the Open Innovation Literature*” CIS Research Colloquium, Georgia State University, March 27, 2009
- "*Lessons Learned: Problem-based Learning at Georgia State University*", Graduate Teaching Assistant Pedagogy Conference, Georgia State University, January 2008

## 6.2 Course Development

- Developed a new course called *Building IT-enabled Business Processes* with colleagues from the University of Georgia, and Georgia State University. Course utilizes a cloud based “BPM as a service offering” to orchestrate workflow in service and cloud computing environments. This course has received very positive feedback from students.
- Developed course modules for *Defining and Innovating Business Processes* on negotiation, innovation, and cloud based business processes using Amazon Web Services for courses on Business Process Management with Richard Welke. This course now receives high enrollments from students across the college of business. Instrumental in bringing in guest executive speakers from Coca Cola and IBM.
- Developed course modules for *Cloud Integration and Composable Systems* an elective which uses Google Apps Script (Server side javascript like VBA for Excel) to teach consumption and creation of Web APIs
- Developed a three-week Business Study-Abroad program in China, and corresponding course “Current Issues in IT Management in China”.

## 7. Academic Honors

- Recognition for aiding student Career Development, Georgia State University, 2012
- Dissertation Award, Georgia State University, 2011
- CrowdConf 2011, \$500 CrowdHack Winner: Project CleanUp India, November 1, 2011, San Francisco, CA
- 2010 OCIS Doctoral Consortium, Montreal, Canada, August 6-7, 2010
- 2010 AMCIS Doctoral Consortium, Lima, Peru, August 14, 2010
- Center for Teaching and Learning (GSU) Research Fellow, 2009, 2010
- NITIM PhD Network Doctoral Consortium "ICT and Service Innovations", Helsinki, Finland, August 24-25, 2009
- 2009 Design Science Research In Information Systems and Technology Doctoral Consortium, Malvern, Pennsylvania, May 7-8th, 2010.
- Global Management Certificate – Graduate Level, Global Management Center, Brigham Young University, 2007

### 7.1 Grants Awarded

- \$228,000 (in kind), Runmyprocess Services, 2013
- \$97,000 (in kind), Microsoft Azure Cloud Education Grant, 2012
- \$16,000 (in kind), Amazon Web Services Education Grant, 2009, 2010, 2012
- NSF/CPATH 3-year research grant (\$705,000), Award # 0722141, July 2007-10. “Learning to Build Systems of Systems,” Puro, S. (PI), V. Vaishnavi (PI), R. Welke (co-PI) Co-investigator: **T. Olsen**
- \$1000, Dissertation Grant, Georgia State University, 2011
- \$1000, Research Fellow, Center for Teaching and Learning, Georgia State University, 2008
- \$300, Research Fellow, Center for Teaching and Learning, Georgia State University, 2009

## 8. Foreign Language

- Speak, read, and write Spanish

## 9. Technical Competence

### 9.1 Technical skills I have taught in the classroom:

- Business Process Management Notation 2.0 (Object Management Group)
- BizAgi, Runmyprocess, Mendix, Tibco (Process Management Systems)
- Cloud Computing, RESTful Webservices (Twilio, Google Docs, Gmail, Freshbooks, Accumulus, Xignite), Workflow management in Service and Cloud Computing
- Amazon Web Services (AWS), Including: Elastic Compute Cloud, Elastic Block Store, Simple Storage Service, Mechanical Turk, Elastic Compute Cloud
- Javascript, Google Apps Script, MediaWiki, Project Management
- Java programming (including Android Development)
- Systems Analysis and Design, UML

### 9.2 Technical skills which I have not taught in the classroom (yet):

- Database Schemas and SQL
- IT Audit
- Web Development

## 10. Professional References

The following individuals have prepared reference letters that are available upon request.

Name	Contact Details	Relationship
Richard Welke	Director, Center for Process Innovation Computer Information Systems, J. Mack Robinson College of Business, Georgia State University, PO Box 5029 Atlanta, GA 30302-5029 Phone: +1(404) 413-7863 Email: <a href="mailto:rwelke@ceprin.org">rwelke@ceprin.org</a>	<ul style="list-style-type: none"> <li>• Ph.D. dissertation adviser</li> <li>• Co-author</li> <li>• His Research Assistant</li> <li>• Seminar Professor</li> <li>• Have known since 2007</li> </ul>
Lars Mathiassen	GRA Eminent Scholar Professor, Computer Information Systems Academic Director, Executive Doctorate in Business Center for Process Innovation J. Mack Robinson College of Business Georgia State University 35 Broad Street, NW, Suite 427 Atlanta GA 30303 e-mail: <a href="mailto:lmathiassen@ceprin.org">lmathiassen@ceprin.org</a> phone: +1-404-413-7855 Homepage: <a href="http://www.larsmathiassen.org/">http://www.larsmathiassen.org/</a>	<ul style="list-style-type: none"> <li>• Ph.D. Dissertation committee co-chair</li> <li>• Seminar Professor</li> <li>• Have known since 2007</li> </ul>

<p>Arun Rai</p>	<p>Regents' Professor and Harkins Chair, and Co-Founder Center for Process Innovation Computer Information Systems, J. Mack Robinson College of Business, Georgia State University, PO Box 5029 Atlanta, GA 30302-5029 Phone: +1(404) 413-7857 Fax: +1(404) 413-7867 Email: <a href="mailto:arun.rai@ceprin.org">arun.rai@ceprin.org</a> Web: <a href="http://www.arunrai.us">http://www.arunrai.us</a></p>	<ul style="list-style-type: none"> <li>• Seminar Professor</li> <li>• Ph.D. program director</li> <li>• Have known since 2007</li> </ul>
<p>Paul Lowry</p>	<p>Associate Professor of Information Systems City University of Hong Kong P7912, Academic 1 Phone: +852 34427771 Email: <a href="mailto:pblowry@cityu.edu.hk">pblowry@cityu.edu.hk</a></p>	<ul style="list-style-type: none"> <li>• Adviser, Information Systems, Ph.D. Preparation Program</li> <li>• Have known since 2006</li> </ul>

**Many more references available upon request!**