
Dr. Marcus Lee Smith, Jr.
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ACADEMIC BACKGROUND

Education

- DBA University of the Incarnate Word, San Antonio, Texas
Dissertation: *Personal Decision Factors Considered by Information Technology Executives: Their Impacts on Business Intentions and Consequent Cloud Computing Adoption Rates*
- MS Missouri University of Science and Technology, Rolla, Missouri, Master of Science, Engineering Management
Thesis: *A Model for Barge Cost Optimization*
- BS Missouri University of Science and Technology, Rolla, Missouri, Bachelor of Science, Computer Science

Qualification

Academically Qualified

PROFESSIONAL EXPERIENCE

Faculty Positions

Texas A&M-Commerce (Assistant Professor):

TMGT 350 Principles of Technology Management
TMGT 455 Project Planning & Scheduling
TMGT 510 Management of Technology in Organizations
TMGT 516 Group Leadership in the Diverse Enterprise

Various Adjunct Faculty Positions:

Software Testing and Quality Assurance, Missouri University of Science & Technology, Rolla, Missouri
Electronic Business, Schreiner University, Kerrville, Texas
Introduction to Information Systems, University of the Incarnate Word, San Antonio, Texas

Teaching Philosophy

Dr. Smith's teaching philosophy involves the use of three methods: (a) using the assigned text for background and subject focus, (b) using live examples, frameworks, and learnings from his 30+ years of industry experience for context and expansion upon text materials, and (c) engaging his students by facilitating discussions and introducing related current topics and situations. Using these methods, he seeks to increase the richness of the classroom experience and create an atmosphere for intellectual engagement. Dr. Smith prefers face-to-face (or online equivalent) and blended learning environments.

Industry Experience

Chief Architect/Chief Technology Strategist, AT&T, San Antonio, TX, 2012-2014
Principal Consultant, Turnaround CIO Associates, L.L.C., San Antonio, TX, 2002-2012
CIO/Director of IT, Pabst Brewing Company, San Antonio, TX, 2004-2007
CIO, OmniAlert, San Antonio, TX, 2000-2002
Director, United Services Automobile Association (USAA), San Antonio, TX, 1997-2000
Principal/Regional Practice Leader, Computer Sciences Corporation (CSC), San Antonio, TX, 1995-1997
CIO/Director of IT, Mallinckrodt Medical, St. Louis, MO, 1987-1995
Senior Manager, Ernst & Young, St. Louis, MO, 1986-1987
Senior Manager, Price Waterhouse, St. Louis, MO, 1981-1986

Key Industry Functional Area Skills

Dr. Smith's broad career experiences span more than 20 years of IT executive management and consulting responsibilities. He is a recognized expert in linking business and information technology plans. Dr. Smith has demonstrated turnaround, business start-up, and megaproject management skills and combines consulting best practices with the down-to-earth capabilities of a highly-experienced practitioner.

PUBLICATIONS and PRESENTATIONS

Refereed Articles

Smith, M. L., Gonzalez, M. D. 2014. Are Cloud Computing Services Adoption Trends Changing? *Franklin Business & Law*, 2014 (3).
Smith, M. L., Brooks, W. A., & Metzner, H. E. 1978. Computerized Costing Model for Inland Waterways Barge Transportation. *Interfaces*, 8 (4).
Smith, M. L., Brooks, W. A., & Metzner, H. E. 1978. A Model for Cost Optimization of Barge Shipments. *Transportation Journal*, 18 (1).

Non-Refereed Articles

Smith, M. L. 1995. How to Make Packages Fit For Less. *Austin Business Journal*, 15 (29).
Smith, M. L. 1995. Stop 'Runaway' Projects Before They Get Rolling. *Austin Business Journal*, 15 (26).

- Smith, M. L. 1995. Know When to Outsource Information Services. *Austin Business Journal*, 15 (23).
- Smith, M. L., Snead, T. 1986. Negotiating Freight Rates with Carriers in a Deregulated Environment. *St. Louis Purchaser*, 1986 (5).
- Smith, M. L. 1985. How Shippers Can Win at Negotiating Freight Rates. *Today's Executive*, 1985 (1).

Refereed Proceedings

- Smith, M. L. 2019. Proposed Study to Identify Conditions Impacting Decision Factors Considered by Information Technology Executives: Their Impacts on Business Intentions and Consequent Cloud Computing Services Adoption Rates. *50th Annual Meeting of the Decision Sciences Institute*.
- Smith, M. L. 2015. Proposed Study to Identify Potential Reasons for Current Adoption Levels of **Cloud Computing Services** by Large Enterprises. *46th Annual Meeting of the Decision Sciences Institute*.

Presentations of Non-Refereed Papers

- Smith, M. L. 2013. *The Ethical Leader*. Business Club, University of the Incarnate Word, San Antonio, Texas.
- Smith, M. L. 2008. *CIO Posse, Microsoft Airlift*. Microsoft Corporation, Redmond, Washington.
- Smith, M. L. 2006. *Treating IT Like a Business*. North San Antonio Chamber of Commerce, San Antonio, Texas.
- Smith, M. L. 1993. *User Empowerment Through Resource Realignment*. Washington University--Tilburg University Exchange, St. Louis, Missouri.
- Smith, M. L. 1993. *User Empowerment Through Resource Realignment*. CSI Annual Customer Conference, Phoenix Arizona.
- Smith, M. L. 1993. *User Empowerment Through Resource Realignment*. CORO Foundation, St. Louis, Missouri.
- Smith, M. L. 1992. *Cooperative Processing*. Guide International, Los Angeles, California.
- Smith, M. L. 1991. *Downsizing*. Guide International, New Orleans, Louisiana.
- Smith, M. L. 1981. *Inland Waterways Transport Costing and Operations*, University of Wisconsin-Madison, Deerfield Beach, Florida.
- Smith, M. L. 1979. *Inland Waterways Transport Costing and Operations*, University of Wisconsin-Madison, Madison, Wisconsin.

SERVICE to the COMMUNITY, INSTITUTIONS, and PROFESSION

Member, Community Organizations

- 2016-Present: Circle 10 Council, Boy Scouts of America
- 2009-2011: Alamo Area Council, Boy Scouts of America
- 2002-2004: Estates of Champions Run Homeowners Association
- 1994-1995: Manchester United Methodist Church Planning Committee

Member, Institutional Advisory Boards

2007-Present: Computer Science Department, Missouri University of Science and Technology
1989-1995: Center for the Application of Information Technology (CAIT) Washington University, St. Louis, Missouri (Member, Executive Committee, 1994-1995; Chairman, Value-added Programs Committee, 1994-1995; Member, Leadership Committee, 1991-1994)

Member, Professional Advisory Boards

2012-2014: AT&T Retail Advisory Board
2012-2014: Greater San Antonio Chamber of Commerce, Technology Committee
2009: InnoTech-San Antonio Advisory Committee Inaugural San Antonio Conference
2005-2007: CIO Executive Council, CIO Magazine
2004-2008: North San Antonio Chamber of Commerce, Technology Committee
1994-1995: International Information Systems Association (Vice Chairman: 1994, Secretary: 1993)

Community Service

2016-Present: District Member-at-Large, Eagle Trails District, Circle 10 Council, Boy Scouts of America, Dallas Texas
2009-2011: District Chairman, Alamo Area Council, Boy Scouts of America, San Antonio, Texas
2007-2009: Lodge Adviser, Alamo Area Council, Boy Scouts of America, San Antonio, Texas
2006-2011: Precinct Chairman, District 3121, San Antonio, Texas
2004-2007: District Commissioner, Alamo Area Council, Boy Scouts of America, San Antonio, Texas
2003: The Children's Shelter of San Antonio, Troop 650 Annual Service Project, San Antonio, Texas
2001-2002: Church Under the Bridge, Troop 650 Annual Service Project, San Antonio, Texas
1999-2003: Scoutmaster, Troop 650, Alamo Area Council, Boy Scouts of America, San Antonio, Texas

HONORS and AWARDS

2009: *Founder's Award*, Boy Scouts of America
2009: *Silver Beaver Award*, Boy Scouts of America
2007: *Inductee*, Academy of Computer Science, Missouri University of Science and Technology
2007: *Vigil Honor*, Boy Scouts of America