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**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):*

##### *Classroom Experience:*

TMGT 240 Quality in Technology Management  
TMGT 340 Managerial Statistics  
TMGT 350 Principles of Technology Management  
TMGT 351 GLB/Organizational Behavior  
TMGT 352 Principals of Cost Engineering  
TMGT 455 Project Planning & Scheduling  
TMGT 457 Decision Making for Emerging Technologies  
TMGT 510 Management of Technology in Organizations  
TMGT 510 Strategic & Financial Planning for Technology Organizations  
TMGT 516 Group Leadership in the Diverse Enterprise

##### *University Service:*

TMGT Graduate Program Marketing Presentation (2019)

Career Readiness Workshop (Job Interview Preparation & Strategies for Success) (2019-2020)

***Previous 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 and case studies, frameworks, and personal 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. 2020. Does the Age of an IT Executive Impact Adoption Levels of Cloud Computing Services? *International Journal of Business and Social Science*, 2020 (3).
- 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. 2020. Preliminary Results of Study to Determine if Age of IT Executives Impacts Adoption Rates of Cloud Computing Services. *51<sup>st</sup> Annual Meeting of the Decision Sciences Institute*.
- 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. *50<sup>th</sup> 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. *46<sup>th</sup> 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: Board, Estates of Champions Run Homeowners Association

### **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: 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