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**FIVE YEAR SELF-EVALUATION REPORT**

It is my distinct honor to reflect on my tenure serving as Dean of the C.T. Bauer College of Business, which began on July 1, 2019. During the last five years, the Bauer College has cemented a reputation as a “world-class business that transforms lives, organizations, and society,” as noted in our bold new vision.

It is a great pleasure to summarize my last five years at the Bauer College, which has become my home here in Houston. I am most appreciative of the students, faculty, staff, alumni, donors, and friends of the Bauer College and the University of Houston who have become my extended family and supported me every single day and worked alongside me to elevate the Bauer College to the next level of excellence.

My first priority, even before I officially started as Dean, was to “hit the ground listening” to understand the institution, appreciate the culture, and identify challenges and opportunities. My main priority was to collectively develop a bold strategic plan that would serve as a roadmap for advancing the Bauer College. The 2020-25 Strategic Plan served as a blueprint to pursue our bold overarching goal to become a Top 50 business school while ensuring our unwavering commitment to student success, impactful research, and leading-edge curricula, founded on research and grounded in the real world through our industry partners.

Despite COVID and ceasing many operations for about two years, the Bauer College created new programs, maintained robust enrollment growth, built partnerships across the globe, and achieved record fundraising.

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## 2020-25 Strategic Plan

In a collaborative effort, the [Bauer College 2020-2025 Strategic Plan](https://bauer.uh.edu/future/) was developed by faculty, staff, students, alumni, board members, industry partners, and friends of the Bauer College, who actively participated in crafting a new and bold vision and mission. The 2020-25 Strategic Plan was presented to Bauer faculty and staff in January 2020, and it was formally launched in Spring 2020, which coincided with the outset of the COVID-19 pandemic. The main premise of the Strategic Plan is to be aspirational, inspirational, bold, and ambitious, driven by a new brand identity, **The Future is Our Business™** (<https://bauer.uh.edu/future/>).

The 2020-25 Strategic Plan also developed a new bold mission *“to offer leading-edge, student-centered education that is accessible and affordable, founded on research and grounded in the real world.”*

To pursue our vision and mission, we developed a set of values, which can be remembered by the very name of our College — **BAUER** — **B**oldness, **A**ccountability, **U**nity, **E**xcellence, and **R**esourcefulness.

### Strategic Plan Overarching Goal

The Strategic Plan called for the overarching goal to be a world-class business school, among the very top in the nation, operationalized as *“a Top 50 business school in five years and among the Top 25 in 10 years.”*

On September 2023, two years ahead of the original 2025 timeframe, for the first time in its history, the Bauer College was ranked among the **Top 45 public business schools** in the nation according to *U.S. News & World Report* Undergraduate Business School rankings (**#43**), after ascending another 16 spots this year and while being outside the Top 100 in 2019. The Bauer College also led all business schools last year by ascending 34 spots in the *US News & World Report* rankings to become a Top 50 MBA program. Specifically, the full-time MBA and the Professional MBA are now in the **Top 45** among public business schools (**#33** and **#26**, respectively) in the latest *U.S. News & World Report* Best Graduate School’s rankings. It is also important to be among the Top 5 most diverse MBA programs. The Executive MBA program was ranked **#19** among public business schools and **#33** overall by Fortune. The Bauer College climbed 43 spots in the *US News & World Report* Online Masters programs, and it is consistently in the Top 15 public undergraduate programs by *Poets&Quants* in the last two years. The Wolff Center of Entrepreneurship is ranked as the **#1** undergraduate entrepreneurship program by *The Princeton Review* five years in a row.

The detailed rankings of the Bauer College are available: <https://www.bauer.uh.edu/about/our-rankings/>.

### Strategic Plan Major Accomplishments

#### Strategic Plan Goal #1: Research & Education

**“Be a world-class leader in research and education with (a) a cross-disciplinary mindset, (b) a global perspective, and (c) state-of-the-art curricula, while being accessible and affordable.”**

#### Faculty and Research

Over the last 4.5 years, several initiatives have been implemented to support faculty research productivity, which has significantly enhanced the published and sponsored research output of the Bauer College, securing a place in the Top 50 business schools in the UT Dallas rankings in the last two years, and reaching \$7M in research funding through partnerships across campus, new and existing institutes and centers, and new faculty. We also experienced growth of our doctoral students by about 60%, including both traditional PhD students and the newly-launched Executive Doctorate in Business Administration program in Fall 2023.

Over the previous four recruiting seasons, we were fortunate to recruit a total of 43 new full-time faculty, including 32 tenure-track faculty (10 tenured associate/full professors), and 11 professors of practice or instructional faculty, including two Presidential Faculty Fellows in Healthcare Innovation and Energy. Also, also secured multiple new endowed chairs and professorships through philanthropy, and we currently have a total of 36 endowed chairs and professorships at the Bauer College, including two multi-million ASPIRE Chairs in Healthcare and Real Estate that have been received during the last year from philanthropy.

Most recently, I have asked the Senior Associate Dean of Faculty and the Associate Dean of Research to develop a formal Faculty Fellowship and Summer Support Programs (to be launched in summer of 2024) to reward research excellence and support mid-career faculty and junior faculty in their journey to tenure. This new fellowship program will supplement existing efforts to provide summer support for research-active faculty and complement existing fellows and senior fellows to attract and retain world-class faculty.

To support research, in the spring of 2020 we launched the BRAG (Behavioral Research Assistance Grant), to support behavioral research expenses (e.g., survey, subject-related, or lab experiment costs). Each year, Bauer has funded about 14 proposals that have the potential to be published in top journals. In 2022, a similar grant was created for PhD students, BRADS (Behavioral Research Assistance for Doctoral Students), which also aims at incentivizing high-quality behavioral research projects through seed funding.

### **Student Success**

Over the last five years, Bauer College has grown in student enrollment consistently, even despite the COVID-19 pandemic, to be considered the largest undergraduate business program in the State of Texas. The Bauer College has grown to over 8,000 full-time students who achieve an almost perfect job placement, retention and graduation success in recent years with an average salary of over \$70,000 for undergraduates and almost \$100,000 for MBA students. By the end of Year 3 of the Strategic Plan, the Bauer College had also experienced improvements in 4- and 6-year graduation rates (86% six-year graduation for FA16 FTIC), retention rate (94% for FA21 FTIC), and reached an impressive 97.4% six-month job placement rate. For full-time MBA graduates, there has been a salary lift of over 40% from the starting salary with a 93% job placement at graduation, and 97% placement six months after graduation. Finally, Bauer has experienced almost 100% enrollment growth across traditional Master, online, and new graduate programs.

Aligned with Strategic Plan Goal #1, the Office of Experiential Learning, the Office of Digital Learning, and the Office of Global Initiatives were launched in the spring of 2020 to support our mission to provide student-centered education that is accessible and affordable, founded on research and grounded in the real world. The Office of Experiential Learning secured hundreds of companies to embed real-life projects in our curricula, host competitions judged by industry partners, and create real-world job opportunities for our students. The Office of Digital Learning helped expand online and distance learning, transformed the classroom experience with innovative classroom streaming technology, and enhanced the interactivity of our online classes. The Office of Global Initiatives expanded globally with 45 new partnerships that help build a global mindset for our students. Finally, in the spirit of maintaining our degree offerings affordable, more emphasis has been in place on scholarships and external support to help promote student success.

Finally, the [Bauer Undergraduate Mentor Program](#) (BUMP) is a peer and alumni mentorship opportunity for undergraduate students who are matched with students (peers) or alumni for college and career success, while [Bauer+](#) aims to enhance career success by helping students build necessary skills and competencies. Both programs have been instrumental in enhancing college and career success of Bauer students.

### **New Centers and Institutes**

In alignment with the University of Houston Strategic Plan's goal to "build infrastructure and networks to promote interdisciplinary and inter-institutional research", we have created several new Centers/Institutes ([Healthcare Business Institute](#), [Human Centered Artificial Intelligence Institute](#), [Inclusive Leadership Institute](#), [Energy Transition Institute](#), [Free Enterprise Institute](#), and [Center for Economic Inclusion](#)). These Centers/Institutes welcome collaborations with faculty from across the University, and there have been

several partnerships with the Fertitta College of Medicine, Cullen College of Engineering, Division of Technology, Hilton College of Global Hospitality Leadership, and Hobby School of Public Affairs, and others.

### **New Programs**

Over the last five years, we have also been able to launch several new academic programs, many of which are STEM-designated, both at the undergraduate and graduate levels, including:

- Online BBA
- MS in Entrepreneurship
- MS in Sales Leadership
- MS in Global Energy Leadership (STEM)
- MS in Global Business Leadership
- MS in Real Estate (STEM)
- MS in HR Leadership
- MS in Healthcare Leadership (pending THECB approval)
- Master in Business (STEM) (pending THECB approval)
- Executive Doctorate in Business Administration

It is worth mentioning that over the last five years, the number of cross-disciplinary programs with other UH Colleges has also increased to include the following dual degrees:

- JD/MBA with the Law Center
- MD/MBA with the Fertitta Family College of Medicine
- MSW/MBA with Graduate College of Social Work
- MS/MBA and MS HRM/MBA both with Hilton College
- PharmD/MBA with the College of Pharmacy
- MS Industrial Engineering/MBA with the Cullen College of Engineering
- Accelerated pathway for a BBA + Master's in Public Policy with the Hobby School of Public Affairs

### **Executive Education**

The [Office of Executive Development](#), led by Associate Dean Cheryl Baldwin, promotes executive education through certificate and custom research-based courses and workshops have also been expanded to include the Bauer Mini-MBA and multiple certificates, in addition to multiple custom programs for corporate partners (e.g., Insperty, Katoen Natie, DHR, Core Labs). Executive Development has secured new or has enhanced existing programs with companies, notably 11 new companies the last year, including Academy Sports, Apache Oil, Houston Dynamo, Houston Airport System, Lone Star Bank, PFK, Par Pacific, SCI Corporation, GEO Control, Encino, and Marathon Oil, resulting in multi-million revenues to support faculty and research.

### **Global Initiatives**

Since the launch of the [Office of Global Initiatives](#) in 2020, and despite the pandemic, multiple new MOUs with universities across the world have been signed for student and faculty exchanges, academic programs, and COILs (Collaborative Online International Learning). Some of the most recent global programs include:

- 2+2 BBA degree with International University-Vietnam National University (IU-VNU) (Vietnam)
- 3+1 Dual BBA degree (MIS & Data Science) with Asian Institute of Management (AIM), Philippines
- 2+2, 3+1 and MBA/MS dual degree with Solbridge International Business School, South Korea
- International University-Vietnam National University (IU-VNU)
- Montpellier Business School and NEOMA Business School and Erasmus University in Europe
- Co-leading Energy Transition Impact Community with Erasmus University-Rotterdam School of Management (Netherlands) and WITS Business School (South Africa)
- Sales immersion program with ESCP, Berlin
- Universidad Francisco Marroquín (Guatemala)

Additional partners and global programs are described in our [Strategic Plan Year 3](#) progress report (p.15). The recent appointment of an Assistant Dean of Global Initiatives Dr. Nikhil Celly and the establishment of a Bauer Global Scholarship to support learning aboard programs, we have cemented Bauer's commitment to preparing students with a global mindset, consistent with our strategic goal.

## **Strategic Plan Goal #2: Innovation and Learning**

**"Be a leader in instructional innovation and digital learning."**

### **Office of Digital Learning**

Prior to the launch of the Strategic Plan, work had been underway to build the [Office of Digital Learning](#). The new unit has been critical in ensuring proper support for students and faculty in our asynchronous, hybrid, HyFlex and synchronous (Zoom) courses and programs. Since Fall 2021, almost 1,000 students have enrolled in our MS online programs and our Online BBA (as part of UH Extend). Notably, most of our hundreds of Bauer courses are offered in multiple delivery formats, including in-person, online synchronous and asynchronous, and livestreaming the classroom (Hyflex).

The role of the Office of Digital Learning in the life of the Bauer College has expanded to include the creation of a community of practice that holds events, workshops and training on different classroom technologies that facilitate instruction, enhance the student experience, and support active learning in virtual and in-person formats. The Office of Digital Learning has expanded to include two instructional designers that continue to support faculty with their existing courses and to assist with the transition from Blackboard to Canvas. Finally, a new video management platform with interactive features was adopted, nearing 75,000 plays and 575,000 viewed minutes of content on demand, enhancing course interactivity.

With the support of the Bauer Division of Technology (BDT), new technology was installed in classrooms to facilitate a deeper and richer student experience while livestreaming the classroom to remote students. \$1.3M was invested in technology enhancement in all Bauer classrooms in our three buildings.

### **UH Extend**

UH Extend (<https://uh.edu/uh-extend/>) is a new University of Houston and Bauer College initiative that is designed for students seeking fully-online degree or certificate programs, aiming to make education convenient and affordable, consistent with our mission to make higher education accessible and affordable (*"We believe that outstanding education can be accessible, and we are dedicated to making our offerings affordable, flexible, and convenient."*). UH Extend charges a flat fee and avoids additional mandatory (campus) fees, besides charging the same (in-state) rate for all students, including out-of-state and international students. Only the Bauer College of Business and the College of Engineering have pursued the UH Extend initiative.

The benefit for the Bauer College is that we have negotiated a revenue-sharing formula with the University in which we receive 75% of the revenues (and the University receives 25% of the revenues). Therefore, there are financial incentives for the Bauer College for offering fully-online courses.

Since 2021 that the program was launched, almost 1,000 Bauer students enrolled in UH Extend offerings, including over 500 undergraduate students and almost 500 graduate students, resulting in significant additional revenues for the Bauer College. The estimated revenues for this fiscal year are about \$10M, that will be used for key priorities, such as faculty summer support, staff development, research fellowships.

### **Curricular Innovation in Artificial Intelligence**

In the spirit of curricular innovation and leading-edge curricula, a particular focus on Artificial Intelligence (AI) has been pursued at the Bauer College, including a strategic partnership with Intel Corporation. Former Houston Mayor Sylvester Turner and Houston City Council proclaimed Tuesday, February 7, 2023 officially as "AI Innovation and Entrepreneurship Day," celebrating the collaboration between the Bauer College and Intel Corporation offering accessible training, degree certificates, and non-degree offerings on AI.

### **Strategic Plan Goal #3: Diversity and Inclusion**

**“Set the standard for promoting diversity and inclusion.”**

At the Bauer College, we cherish diversity and we commit to inclusivity by treating all members of the Bauer family with respect and dignity. Accordingly, we strive to set the standard for diversity and inclusion. In terms of faculty diversity, we made a conscious effort to enhance the diversity of the faculty, and we were able to recruit several minority faculty, including the first-ever African American female tenured faculty in the history of the Bauer College, and growing the number of tenured female professors with many hires.

One of the three strategic priorities of the Bauer College is Inclusive Leadership, and we recently founded the **Inclusive Leadership Institute** to guide our efforts in research, programs, and industry outreach. We hired several faculty who focus on inclusive leadership to lead the strategic effort to develop educational programs to equip degree and non-degree (executive education) students with the skills to effectively lead diverse organizations and actively promote inclusion.

We also expanded the SURE (Stimulating Urban Renewal through Entrepreneurship) program into a new **Center for Economic Inclusion** to help traditionally-disadvantaged entrepreneurs from the community, predominantly women and minorities, to develop businesses with the aid of our entrepreneurship students who serve as pro bono consultants. With a recent \$4M major naming gift, the newly-endowed and named “Musa and Khaleda Dakri” Center for Economic Inclusion’ would expand the free training to even more community entrepreneurs, while another recent multi-million gift will name the second floor of the new Innovation Hub building to house the Center for Economic Inclusion.

The *Houston Business Journal* included Bauer College on its list of 2023 Diversity in Business honorees, recognizing organizations that have contributed to harnessing diversity within their workforces and have actively promoted and championed diversity within the community or their industries. The *Hispanic Outlook in Higher Education* ranked the Bauer College #4 in the nation in Hispanic graduates. Finally, according to *Poets&Quants*, our undergraduate program ranks #3 among business schools with the highest percentage of first-generation students; #4 in terms of women, and #6 in terms of most minorities.

### **Strategic Plan Goal #4: Industry Engagement**

**“Be a model for engaging with students, industry, and community.”**

The active participation of the Bauer College with the business community is one of the tenets that lead to internships and job placements. Over that last five years, the Rockwell Career Center has been fundamental to supporting the academic work in our classrooms. Such partnership has been seen with an increase in the number and quality of companies participating in our career fairs and the number of students attending (last year there were 150 companies, 600 recruiters, and 2,300 students in attendance). I have personally invested time and effort in connecting with companies and their CEOs, to engage them as recruiters, employers, guest speakers, and sponsors.

#### **Office of Experiential Learning**

Since the very beginning, I strongly emphasized the importance of experiential learning, a goal that was captured in the 2020-2025 Strategic Plan and that led to the creation of the Office of Experiential Learning. The goal of the [Office of Experiential Learning](#), launched in early 2020, is to bring real-world experiences into the classroom. As of 2023, Bauer ranked in the Top 5 of all institutions in the country and #1 in Texas by *Forage* in terms of experiential learning. In the last few years, we have significantly increased the number of courses that offer real-world projects from our industry partners in our curriculum.

The Office of Experiential Learning manages a corporate coaches program, which attracts about 100 coaches every semester and nearly 1,000 undergraduate student participants in sponsored case competitions through the BUSI 3302 course (Connecting Bauer to Business). And for graduate students, in addition to projects for courses, the Office of Experiential Learning has managed and administered all necessary elements to send teams to the Harvard Global Case Competition, Key Band and Fisher College's Minority MBA Case Competition, Big 12 MBA Case Competition, the Texas Stock Pitch Competition at the University of Texas, and hosted the first Crisis Management Competition in the fall of 2023.

## **Strategic Plan Goal #5: Alumni and Community**

**"Create value by leveraging the powerful network of our alumni and friends."**

### **Fundraising**

During each of the last full five years I have served as Dean, Bauer College has met and exceeded the fundraising goals set forth by the University. In 2023, we raised a record high of \$30M, while in FY2024, we have already raised half of the annual goal (about \$10M), and there are still many large gifts in progress. Our overall fundraising totals over five years is about \$100M, while the Bauer endowment exceeded \$200M.

The fundraising efforts have been successful at increasing the number of endowed and operational scholarships (now close to \$5M), which provide about 1,000 Bauer students awards that average \$5,000. Moreover, we have raised several endowed chairs and professorships, including two major ASPIRE Chairs, which are poised to enhance our ability to attract and retain world-class faculty.

Philanthropic efforts also provide operational funds for our specialty programs, including Bauer Honors, Wolff Center for Entrepreneurship, and the Program for Excellence in Selling, raising faculty chairs and professorships, and growing research funds. Several recent multi-million gifts to Bauer College have secured the expansion of the Stephen Stagner Sales Excellence Institute, including the Tony Sanchez Program in Excellence in Selling with a \$3M, the Wolff Center for Entrepreneurship with a \$13M gift, and the inception of the recently launched Musa and Khaleda Dakri Center for Economic Inclusion with \$4M, the Wayne B. Duddleston Free Enterprise Institute with \$5M, and several undisclosed multi-million gifts.

### **Bauer College Board**

Since my arrival at the Bauer College, it has been a goal to elevate and diversify the Bauer College Board. In the last five years, we have expanded the Board to more than 50 active members in high-level positions and with a clearly-defined philanthropic expectation of \$10,000 annually. The members now serve in committees and task forces across the Bauer College, volunteer as mentors, participate as guest speakers, and have offered office visits to student groups. Bauer College Board members served as Executive Mentors to MBA students. The Executive Mentorship Program, launched in Spring of 2021, was very successful and has since become a new Spring semester tradition for our MBA students, currently in its third year.

### **Bauer Gala**

In the last three years, we created a new tradition for the college: our annual Bauer Gala. Each year, the event has attracted approximately 700 business leaders, alumni, members of the diplomatic corps, elected officials, board members, industry partners, donors, students, faculty and staff. It has also generated revenue for student success initiatives including scholarships and leadership programs.

### **Texas Business Deans Conference**

Bauer hosted the Council of Texas Business Deans Conference, an event that brought together 30 business deans from across Texas to discuss relevant issues affecting business education. The conference theme was "Business Schools in Texas Reimagined: Envisioning the Future of Business Education in 2030." During the conference, many Bauer programs were featured, including the Institute for Regional Forecasting, Office of Digital Learning, Office of Global Initiatives, Office of Experiential Learning, the A.R. "Tony" and Maria J. Sanchez Program for Excellence in Selling, the Cyvia and Melvyn Wolff Center for Entrepreneurship, the Stanford Alexander Real Estate Center, and the Dakri Center for Economic Inclusion, among others.

## Leadership Team

A strong leadership team is important to ensure excellence, maintain efficiency, and enable success. Enhancing the existing robust leadership team already at the Bauer College, including department chairs who are voted directly by faculty, we further enhanced the leadership team with key strategic additions.

The key “Senior Associate Dean of Faculty Affairs” position, held by Dr. Praveen Kumar since 2020, has been critical in supporting faculty and promoting a culture of excellence in research, teaching, and service.

The two critical Associate Dean positions – “undergraduate” and “graduate and professional programs” – have continued to be held by Frank Kelley and Leiser Silva, respectively, both of whom have promoted their units, grown both the undergraduate and graduate programs, and enhanced our respective rankings.

A new “Associate Dean of Research” position was created with Dr. Vanessa Patrick being appointed to increase sponsored research, enhance faculty research, promote doctoral programs, and build our visibility.

A new “Associate Dean of Strategic Initiatives” position was created in 2019 with Dr. Roger Barascout serving to help support strategic priorities, including the 2020-25 Strategic Plan, and its implementation.

Dr. Jamie Belinne has been promoted to “Associate Dean of Career Services and Industry Engagement”, and her role has expanded to include experiential learning, industry connections, besides career services.

Dr. Cheryl Baldwin has been promoted to “Associate Dean of Executive Education,” thanks to the rapid growth in executive development over the last two years with multiple custom and open enrollment courses.

Dr. Nikhil Celly has been promoted to “Assistant Dean of Global Initiatives,” thanks to the rapid growth in global partnerships and programs over the last four years with numerous offerings across the globe.

## Visibility and Reputation

A major component of my efforts has been to increase the visibility and reputation of the Bauer College. We engaged with specialized marketing and public relations firms to understand stakeholders’ perceptions of the Bauer College, assess our competitive market position, and help build a unique differentiated brand.

In partnership with *eCity Interactive*, we have developed a new trademark [\*\*The Future is Our Business™\*\*](#), following our Strategic Plan to offer “leading-edge” education to prepare students for the jobs of tomorrow. Accordingly, we emphasize leading-edge curricula, founded on research and grounded in the real world.

We also worked with *Hanover Research* to obtain peer perception data to better understand our brand and market positioning to effectively deploy our marketing and communications across current and prospective students, peers, alumni and donors, faculty and staff, and other audiences. The data allowed us to better craft our communications across different audiences, including social media and other marketing outlets. Accordingly, we developed a robust marketing and communications strategy for different audiences, including digital marketing, traditional local communications, social media outreach, and custom messages.

Finally, we worked with *Deutser*, a local Houston company, to develop an internal document, termed the [“Bauer Way,”](#) to describe our culture under the term ‘The Red Unites Us’. The Bauer Way aims at capturing the key behaviors and best practices that faculty and staff would need to pursue to pursue our bold vision.

Finally, in the spirit of engaging with our peers, we developed an [academic advisory board](#) composed of deans of peer and aspirant business schools. The goal of this board is to support the academic mission of the Bauer College and create a forum of deans to share ideas and best practices in a collaborative fashion.

## Personal Publications and Grants

During my tenure at the Bauer College since July 2019, I had a total of 23 Tier-1 publications (below), including 16 publications in UT Dallas journals.

1. Ferreira, Pedro, Zhe Deng, Aaron Cheng, and **Paul A. Pavlou** “From Smart Phones to Smart Students: Distraction versus Learning with Smartphones in the Classroom” *Information Systems Research* (forthcoming).
2. Dimoka, Angelika, Guo, Xue, **Paul A. Pavlou**, and Crystal Reeck (2023), “Uncovering the Neural Processes of Privacy: A Neurally-Informed Behavioral Intervention to Protect Information Privacy,” *Information Systems Research* (forthcoming).
3. Jabr, Wael, Ghoshal, Abhijeet, Yichen, Cheng, and **Paul A. Pavlou** (2023), “Maximizing Revisiting and Purchasing: A Clickstream-Based Approach to Enhance Individual-Level Customer Conversion,” *Journal of Management Information Systems* (forthcoming).
4. Dimoka, Angelika, Jove Hou, Xitong Li, and **Paul A. Pavlou** (2023), How Does Rewarding Recipients Motivate Referrers to Make Online Referrals? (conditionally accepted in *MIS Quarterly*).
5. Ganju, Kartik, Hilal Atasoy, and **Paul A. Pavlou** (2022), “Do Electronic Medical Record Systems Inflate Medical Reimbursements?” *Management Science*, 68, 4, 2889-2913.
6. Liu, Bailing, **Paul A. Pavlou**, and Xiugeng Cheng (2022), “Achieving a Balance between Privacy Protection and Data Collection: A Field Experimental Examination of a Theory-Driven Information Technology Solution,” *Information Systems Research*, 33, 1, 203-223.
7. Wang, Ada, Min-Seok Pang, and **Paul A. Pavlou** (2022), “Seeing Is Believing? How Including a Video in Fake News Influences Users’ Reporting the Fake News to Social Media Platforms,” *MIS Quarterly*, 46, 3, 1323-1354.
8. Cheng, Aaron, Greenwood, Brad, and **Paul A. Pavlou** (2022), “Location-Based Mobile Gaming and Local Depression Trends: A Study of Pokémon Go” *Journal of Management Information Systems*, 39, 1, 68-101.
9. Banker, Rajiv, Cecilia Feng, and **Paul A. Pavlou** (2022), “Businessperson or Technologist: Stock Market Reaction to the Alignment between CIO Background and Firm Strategy” *Journal of Management Information Systems*, 39, 4, 1006-1036.
10. Venkatraman, Vinod, Angelika Dimoka, Khoi Vo, **Paul A. Pavlou** (2021), “Relative Effectiveness of Print and Digital Advertising: A Memory Perspective,” *Journal of Marketing Research*, 58, 5, 827–844.
11. Wang, Ada, Min-Seok Pang, and **Paul A. Pavlou** (2021) “Cure or Poison? Identity Verification and the Spread of Fake News on Social Media” *Journal of Management Information Systems*, 38, 4, 1011-1038.
12. Lee, Gene, Kwark, Young, **Paul A. Pavlou**, and Liangfei Qiu (2021), “On the Spillover Effects of Online Product Reviews on Purchases: Evidence from Clickstream Data” *Information Systems Research*, 32, 3, 895-913.
13. Hemant, Jain, Balaji Padmanabhan, **Paul A. Pavlou**, and Raghu Santanam (2021), “Humans, Algorithms, and Augmented Intelligence: The Future of Work, Organizations, and Society,” *Information Systems Research*, 32, 3, 675-687.

14. Chen, Pei-yu, **Paul A. Pavlou**, Wu, Shinyi, and Yang, Yang, (2021), “Enhancing Open Innovation Contests in Online Markets,” *Production and Operations Management*, 30, 6, 1751-1771.
15. Atasoy, Hilal, Rajiv Banker, and **Paul A. Pavlou** (2021), “Information Technology Skills and Labor Market Outcomes for Workers,” *Information Systems Research*, 32, 2, 437-461.
16. Gong, Jing, **Paul A. Pavlou**, and Alvin Zheng (2021), “On the Use of Probabilistic Uncertain Rewards on Crowdfunding Platforms: The Case of the Lottery” *Information Systems Research*, 32, 1, 115-129.
17. Wang, Ada, Greenwood, Brad, and **Paul A. Pavlou** (2020), “Tempting Fate: Social Media Posts, Loss of Followers, and Long-Term Sales,” *MIS Quarterly*, 44, 4, 1521-1571.
18. Park, YoungKi, **Paul A. Pavlou**, and Nilesh Saraf (2020), “Configurations of Innovation Ambidexterity using Information Technology,” *Information Systems Research*, 31, 4, 1376-1397.
19. Cheng, Aaron, Min-Seok Pang, and **Paul A. Pavlou** (2020), “Mitigating Traffic Congestion: The Role of Intelligent Transportation Systems,” *Information Systems Research*, 31, 3, 653-674.
20. Burtch, Gordon, Hong, Kevin, Huang, Nina, and **Paul A. Pavlou** (2020), “Unemployment and Worker Participation in the Gig Economy: Evidence from an Online Labor Platform,” *Information Systems Research*, 31, 2, 431-448.
21. Yadav, Manjit and **Paul A. Pavlou**, (2020) “Technology-enabled interactions in digital environments: a conceptual foundation for current and future research” *Journal of the Academy of Marketing Science*, 48, 1, 132-136.
22. Pang, Min-Seok and **Paul A. Pavlou** (2019), “On information technology and the safety of police officers,” *Decision Support Systems*, 127, 113-143.
23. Wu, Shin-yi and **Paul A. Pavlou** (2019), “Optimal Fixed-Up-To (FUT) Pricing for Information Services,” *Journal of the Association of Information Systems*, 20, 10, 4, <https://aisel.aisnet.org/jais/vol20/iss10/4>.

Finally, since 2021, I was co-PI on a \$1,500,000 NSF grant (below).

- 2021, **National Science Foundation**, SCC-IRG: Advanced Learning for Energy Risk Tracking (ALERT)” (co-PI, with Mladen Kezunovich, Zoran Obradovic, Roger Enriquez, Heidi Grunwald), \$1,500,00