



UNIVERSITY  
OF OREGON

# AIM Connections

For Alumni and Friends of the Applied Information Management Master's Degree Program

Winter 2007  
Volume 4 • Number 2

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## Move to White Stag Building in 2008

The University of Oregon will move its Portland programs to buildings on the signature White Stag Block in Old Town Portland. Remodeling has begun in anticipation of the January 2008 opening.

Three historic buildings—the Bickel Block, the Skidmore Building and the White Stag/Hirsch-Weiss Building—form the new White Stag

Block. The White Stag Building was designed in 1907 by the Willamette Tent and Awning Company as a manufacturing and warehouse facility. The gothic Bickel Block, an example of cast-iron architecture, was designed in 1883. The Skidmore Block Building also is an historic cast-iron front building.

With approximately 66,000 square feet of available space, the new Portland facility will accommodate several university academic programs, including the Applied Information Management Program. The new space will also allow the university to host lectures, exhibits and other public events.

The center will include six classrooms, new event space for functions hosting up to 250 people, an expanded library, a shared computer laboratory, and another branch of the university book store/Duck Shop, which will also feature a cafe. In addition, the new facility will house administrative offices for 75 to 100 employees.



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## Congratulations Spring '06 AIM Graduates

Seven students wrote research papers in Spring 2006, completing the AIM Program degree requirements. Below is a list of names, titles and abstracts. Congratulations and welcome to our newest alums!

**Moritz G. Feldhues**, Senior Business Systems Analyst, Affiliated Computer Services  
*The Changing Role of CIO: From IT Leader to Corporate Strategist*

This paper examines the changing role of the CIO (Chief Information Officer) in large technology organizations, from 1995-2005. Using a pre-defined set of nine CIO leadership roles (Gottschalk, 2001), a content analysis is conducted to determine which CIO leadership roles have become more predominant. Conclusions are presented in a timeline graph (Corda, 2004) and in a composite set of key job responsibilities in a current CIO job description for use by executive recruitment teams.

**Matthew Fletcher**, Information Management Project Manager, NW Natural  
*Five Domains of Information Technology Governance for Consideration by Boards of Directors*

This study provides boards of directors of publicly traded companies with checklists for assessing the practice and structure of their boards in the area of IT governance. IT governance is an integral part of overall enterprise governance (ITGA, 2003) and as such, is the responsibility of boards and executive managers. Five IT governance domains are examined, including IT Strategic Alignment, IT Value Delivery, IT Resource Management, IT Risk Management, and IT Performance Management.

Visit <http://aimdegree.com/research/> to read paper titles, abstracts, and full text documents of award winning AIM student research since 1995.

**Dana Hogan**, Director, Applications Development & Support, Information Services, Providence Health Plans  
*Technology-Based Market Capabilities: Options that Support Competitive Advantage*

Barney et al. (1995) explain that technologies can increase a firm's economic value by reducing costs or differentiating products and services. Literature published between 1995-2006 is analyzed to identify types of technology-based market capabilities useful in pursuit of competitive advantage. Eight types are identified: business intelligence, customer relationship management, data warehouse, electronic data interchange, e-mail, information technology, knowledge management and Web & Internet technologies. The outcome provides a set of references for managers of information systems.

**Katrin Maehle**, Vice President of Professional Services, Corillian Corporation  
*Social Technologies that Support Consumer Control in Internet Banking*

Internet banking is one of the fastest growing online activities (Fox, 2005). Internet social technologies provide users with increased control of the online experience (Charron, Favier, & Li, 2006). Based on analysis of literature published between 2000-2006, social technologies designed to increase consumer control are selected from non-bank retail websites and presented to bank channel managers for potential use within retail Internet banking websites. Types include blogs, chat, forums, personalization, podcasts and wikis.

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**Lane Pughe**, Police Officer, Springfield Police Department

*Marketing Tactics Most Commonly Used by Small Internet-based Retailers to Sell Specialty Products*

The rapidly evolving nature of e-commerce presents e-tailers (Internet retailers) with a myriad of marketing choices, further complicated by a lack of industry-specific guidance (Biswas & Krishnan, 2004). Using content analysis of sources published between 2000 and 2006, this study documents and defines marketing tactics used by e-tailers. Tactics are synthesized into a list of best practices in three areas: consumer purchasing behaviors, e-tailer marketing practices, and traditional marketing practices adapted for e-commerce.

**Randy Timmerman**, Project Director, Medidata Solutions Inc.

*Unique Characteristics and Related Project Management Challenges of Global Virtual Teams*

As companies continue to expand globally, virtual teams utilizing information and communication technology are formed to accomplish company goals. Success in these teams requires increased knowledge of the unique characteristics and related management challenges. Selected literature published since 1996 is examined to produce a reference guide for project managers. Six global virtual team characteristics are identified: geographic dispersal, structural flexibility, technology-based communications, cultural diversity, high task interdependence, and lack of shared work experience.

**Michael Wright**, Senior Business Systems Analyst, Online Business Systems

*Psychographic Characteristics of the Millennial Generation: Developing a Market Segmentation for Use in the Wine Industry*

The ability of the wine industry to attract a new customer base (Thach, 2005) requires a thorough understanding of the needs and wants of that group (Kotler, 2003). Selected literature published between 1991 and 2006 is examined for three psychographic characteristics (i.e., values, attitudes, and lifestyles) of the millennial generation using a conceptual analysis method. Findings are translated into a market segmentation and preliminary target market description for use by wine sales and marketing staff.



#### **2006 Spring Commencement**

2006 Spring Commencement participants, left to right: Lane Pughe, Dana Hogan, Nick Kanellakis, Erica Banks, Michael Lasher, Sonia Rees and Randy Timmerman.

## New AIM Faculty



**Dave Dusseau** will teach the online winter term AIM core course: *Creating Business Solutions with Technology*. He's been experimenting with technology in support of learning for a number of years.

In 2001-02, he held the Williams fellowship, designed to recognize exceptional teachers and innovative ideas. Dave describes his first attempt at integrating electronic media:

"At the time I received the Williams Award, I was teaching eight sections of Introduction to Business to about 1,800 students a year. Obviously, my central teaching problem was to make a connection with a very large number of students. The size of the enrollment dictated a

"I received (and framed) a student evaluation that read, 'I had your course before. You were boring. Now you have a web site and use PowerPoint. Now you are electronically boring. Congratulations . . . and they say there is no such thing as progress.'"

'lecture' format—an approach that doesn't offer an active educational experience and is largely irrelevant in the context of life-long learning.

"I thought that advancements in instructional technology would provide alternatives, but I initially used them to support an ineffective course structure. I received (and framed) a student evaluation that read, 'I had your course before. You were boring. Now you have a web site and use PowerPoint. Now you are electronically boring. Congratulations . . . and they say there is no such thing as progress.'

"The student's review inspired me to take a fundamentally different approach to my job. I redesigned the course around a computerized business simulation. For the first year or so, it was a chaotic mess. But it was fun. And it was a significant improvement over what I had been doing. The students learned. I learned. Things got better."



**Elizabeth Hoffman** co-teaches the Capstone research course. Her research endeavors are expressed through multiple modes as artist, editor, educator, quilt historian, and writer. She

holds an adjunct professor position for the Arts and Administration Program at the University of Oregon. In addition, she has held positions at the Oregon Council for the Humanities, Humboldt State University, the University of Maine, and Oregon State University.

A small sampling of her publications include: *The Murder Quilt: A Multimethod Investigation*, *A Place-based Framework for Encountering Art*, and *From termination to triumph: Reflecting on the first ten years of the University of Oregon Arts and Administration Program*. Dr. Hoffman has served as curator for several quilt exhibits, most recently *Birds, Butterflies, and Botanicals, Quilts from the Horner Collection* (2006) at the Benton County History Museum in Philomath, OR. She is a practicing fiber artist and works with a group titled *Loosely Bound*.

This year she has participated in exhibits at the Gordon House in Silverton, Guistina Gallery in La Sells Stewart Center on the OSU campus, and at the Fall Festival Invitational at the Corvallis Public Library.

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## Mining AIM Courses . . . Faculty Nuggets

### Ted Smith—On Information Backup



An important issue in this field is the challenge of preserving information in digital formats. As IT professionals, you are all aware of the importance of backing up information.

There are additional considerations when considering long-term public access to information (as opposed to private data that may only need to be preserved for a short time). One program that reflects libraries' approach to preservation of information is the LOCKSS (Lots of Copies Keep Stuff Safe) initiative (<http://www.lockss.org/lockss/Home>). With redundancy in the system, it is more likely that important information will survive.

### Jane Gholson—On Self-directed Learning



When discussing self-directed learning, there are several factors to consider:

- What is self-directed learning, and how does it compare to other types of learning?
- What is the role of the instructor—is it the same as in a traditional classroom?
- What role and responsibilities does the student have in the learning process?

In the AIM Program, self-directed learning is a process in which learners take initiative for achieving learning goals outlined by their instructor. Students are expected to use both their own resources and those provided by their instructor. Both groups help to create an educational environment in which learning can occur. Self-directed learners, with guidance from their instructors, assume increasing responsibility for applying the knowledge gained in ways that make sense for them.

### Marsha Willard—On Managing Change



There is no real secret to designing organizations that are innovative, adaptive, flexible and energetic about recreating themselves to stay competitive. It is mostly about hard work and a willingness to challenge current operating practices. There are several reasons organizations don't succeed in achieving their intended transformation:

- Lack of commitment from the people who control the resources.
  - Inability to forego the security of predictable returns or margins.
  - Inability or unwillingness to tolerate the ramp up.
- Calcification, complacency, smugness (all of which blind organizations to stealth attack or profitable new opportunities).
  - Lack of follow through on planning for new ventures.
  - Superficial change when radical or systemic redesign is necessary.

### AIM Advisory Board

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**Mr. Curtis Lind,**  
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**Dr. Jane Maitland-  
Gholson,**  
AIM Faculty

## Meet the Newest AIM Students

**Mr. Ken Andrews**  
Asset Management  
Analyst  
ACS  
Hillsboro, OR

**Mr. Joseph  
Esensten**  
Signal Officer  
U.S. Army  
Baghdad, Iraq

**Ms. Alesha Fox**  
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Info Systems  
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IT Manager  
Trailblazer Studios  
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Access Development  
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Rock Island, IL

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Senior Principle DBA  
PacifiCorp  
Portland, OR

**Ms. Rachel Trice**  
Director of Sales and  
Marketing  
Portland Rose  
Festival Assn.  
Lake Oswego, OR

**Mr. Abdul Mateen  
Wahid**  
Applications Analyst  
The Boeing Company  
Tualatin, OR

**Mr. Paul Wooley**  
Network Analyst  
Tyco Electronics  
Beaverton, OR

### Thanks for Sharing!

Thank you for sharing your news on what you are doing, honors and awards, new jobs, promotions, relocations, family developments and more. Please send in your *What's New in Your Life* card for the Spring 2007 AIM Connections newsletter. We want to hear from you!

## Alumni Updates

In September, **Bob Reilly** (2005) and his wife, Alison, became the proud parents of William Jacob Reilly.

**Tim Williams** (2000) is now director of consumer driven healthcare systems for The Regence Group in Portland.

Now living in Wichita, the Air Capital of the World, **Jim Mullen** (2004) is working as a records specialist for Spirit AeroSystems. This organization is the largest tier 1 manufacturer of commercial airframes in the world.

Due to a relocation of his position with Intel, **Scot Moyer** (2006) has left the company and is pursuing other options in New Mexico while enjoying time with his twin sons.

After 25 years with NW Natural, **Ron Howard** (2005) has left to become product manager for Mapframe. Although his new company is headquartered in Dallas, Ron will be working from his home office that he recently built for himself.

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## eBriefings Volume 2

The second volume of AIM eBriefings will be published on the AIM Program website (<http://aimdegree.com/research/>) in early December. eBriefings presents summary snapshots for quick review of selected research papers written by graduates of the Program.

Volume 2 examines six timely topics: job responsibilities of the chief information officer (CIO), customer relationship management (CRM), managing knowledge as a strategic asset, using graphics to support data presentation, disaster recovery data replication options, and improving data quality in a data warehouse.

## What's on Your Bookshelf?

Do you want to update your information management resources? Check out the following selected materials used in three of the AIM core courses. In the next newsletter issue, we'll cover materials from recent AIM short courses.

### Creating Business Solutions with Technology

*Strategic Management of Technological Innovation* by Melissa Shilling, McGraw-Hill Irwin, 2005.

### Data Management and Communications

*Telecommunications Essentials, 2nd Edition* by Lillian Goleniewski. Pearson Education, 2007.

### Virtual Learning and Teams

*Virtual Teams that Work: Creating Conditions for Virtual Team Effectiveness* by Cristina Gibson and Susan Cohen (editors). Jossey-Bass, 2003.

*Working Virtually: Managing People for Successful Virtual Teams and Organizations* by Trina Hoefling. Stylus Publishing, 2003.

*Quick Guide to Interaction Styles and Working Remotely: Strategies for Leading and Working in Virtual Teams* by Susan Gerke and Linda Berens. Telos Publications, 2003.



### AIM Research Online

Locate volumes 1 and 2 of the AIM eBriefings on the AIM Program website at <http://aimdegree.com/research/>



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