

Texas A&M University-Commerce

**College of Science & Engineering
Department of Engineering & Technology**

Course Syllabus-Spring Semester, 2017

TMGT 516 **02W** (21499)

Course Title: **Group Leadership in the Diverse Enterprise** CIP: 1506120019- Three (3) semester credit hours.

Course Dates: **January 17, 2017 – May 12, 2017**

This section of this course is 100% online. No face-to-face meetings are conducted.
All correspondence with professor will be via e-mail.

Professor: **Dr. Marc Smith**

Contact Information:

<i>Office Location:</i>	Charles J. Austin Engineering & Technology Building, 213A
<i>E-mail Address:</i>	Marcus.Smith@tamuc.edu
<i>Contact Telephone:</i>	903-886-5699
<i>Mobile:</i>	210-269-7930
<i>Virtual Office Hours:</i>	Online Office Hours: Tuesday: 1:30-3:00 p.m., Wednesday: 9:30-11:30 a.m., Thursday: 3:00-5:00 p.m.

On-campus office visits are available by appointment only.

Call 903-886-5474 to schedule an on-campus appointment.

You will be required to present a valid and current TAMUC student ID at the time of your scheduled on-campus appointment.

Course Description

Examination of cutting-edge engineering and technology concepts, tools, and technologies that apply to contemporary technology-intensive organizations. Course may include active study of organizational structures, effective management processes and controls, ethical practices, project evaluation, technology-oriented teams, innovation, and environmental quality. Extensive reading, researching the body of literature/knowledge related to the course content, and completion of original writing assignments are required of the student. **Prerequisite: TMGT 595 or concurrent enrollment or permission of Department Head.**

Required Course Textbook –*Begin reading the course textbook on first class day!*

Each student is **required** to have a copy of the approved textbook for this course of study.

The New Art of Managing People

Written by: Phil Hunsaker & Tony Alessandra

Published by: Free Press

ISBN: 13:978-1-4165-5062-4

2008

Student Learning Outcomes (SLO)

Student Learning Outcomes define what you should know and be able to do as a result of your successful completion of this course of study. All of the activities that constitute this course are designed toward your accomplishment and mastery of that goal.

- **Student Learning Outcome #1:** The learner will demonstrate an advanced ability to evaluate and apply effective models and theories for ethical leadership in the technology-intensive organization through readings, study, and related written assignments.
- **Student Learning Outcome #2:** The learner will be able to demonstrate a working understanding and knowledge of workplace diversity and cultural differences through course readings, study, and related written assignments.
- **Student Learning Outcome #3:** The learner will demonstrate a thorough understanding of how to lead effective organizational change and to manage the change process through course readings, study, and related written assignments.
- **Student Learning Outcome #4:** The learner will be able to demonstrate a thorough understanding of workplace communications and its impact on workplace behavior and employee motivation through course readings, study, and related written assignments.

Academic Honesty Policy-2017

Each enrolled student in this course agrees to abide by the following Academic Honesty Policy-2017:

Texas A&M University-Commerce
Department of Engineering & Technology
Academic Honesty Policy-2017

Statement of Ethical and Professional Conduct

Students enrolled in this course are expected to follow the highest level of ethical and professional behavior at all times. Each student will be expected to maintain legal, ethical and moral principles, practice professionalism, and civility throughout this course of study.

Actionable Conduct

The following actions on the part of the student will bring sanctions against that student:

- **Dishonest Conduct:** Seeking to obtain unfair advantage by stealing, purchasing, or receiving unauthorized copies of course related assignments, projects, and/or examinations.
 - Intentionally preventing others from completing their course related work.
 - The falsifying of records in order to gain admission or to complete an academic program of study.
 - The purchase of course related work from any outside or external source.
- **Cheating:** The unauthorized use or copying of another's work and reporting or representing it as your own.
- **Plagiarism:** Using or copying someone else's words, ideas, and/or work without citations and the giving of proper credit (reference).

- **Collusion:** Acting with others to perpetrate any of the above actions regardless of your personal gain.

Faculty, guided by a clearly delineated policy in the course syllabus, will be the arbiter for all in-class violations. All violations will be reported to the Department Head of Engineering & Technology to assure equity and to provide appropriate counsel. In addition, the Department Head will maintain departmental records of violations by students. Sanctions beyond those imposed on the student by the course faculty member will be at the discretion of the Department Head and College Dean. Administrators, faculty, and students are guided by the course syllabus, current undergraduate and/or graduate catalogs of the University, University Rules & Procedures, and **The Student's Guidebook**.

Students will always be afforded due process and review as appropriate under University policy.

As an official university student enrolled in this academic course, you will be held accountable for your actions in this course. This *Academic Honesty Policy* is in effect for the duration of this course of study and all enrolled students are expected to abide by the stated policy.

1. If you **cannot accept** this *Academic Honesty Policy* you must notify your professor immediately by e-mail or in-person and **also officially withdraw from this course of study.**
2. If you choose to remain in this course you are hereby accepting and agreeing to abide by this *Academic Honesty Policy*. **No further action on your part is required.**

Dr. Marc Smith, Assistant Professor of Technology Management

Please print and read this document before continuing in this course of study.

General Overview of This Course of Study

As you are aware, this is a graduate level course. This fact alone dictates a different learning environment than you may have experienced in your past education and will require, in some cases, a new approach to the learning process on your part. A graduate degree has value in its ability to expand and enhance the depth and breadth of your current career, future career goals, and your overall ability to become a more aware thinker, decision maker, resource manager, project manager, and communicator. You will be expected to develop your reading, research, and writing skills to a level that you may never have experienced previously. This will require dedication to this course and a desire to advance your education and the art of learning to a degree that may be new to you. Additionally, your time management skills will be put to the test as you try to balance other courses, career, family, leisure time, and other obligations along with your responsibilities to this course.

The educational philosophy of this course. *The student is the center of the learning process;* therefore, **the student is expected to assume the responsibility for their learning** - to the degree and level that learning is achieved. Much of the learning achieved in this class will come as a result of in class student discussions. In this environment, the professor will serve largely as a guide and facilitator for the student

learning experience. The student is expected to approach learning with purpose, commitment, dedication, seriousness and an attitude of exploration. Accordingly, the student must prepare thoroughly for each class by reading carefully all materials provided by the professor in advance of each session, completing all course assignments in accordance with the instructions and specifications provided by the professor, complying with assignment deadlines, and working within the assignment/course evaluation criteria.

As the student you are to be an *active learner*, fully engaged in all facets of the course and its content. You will be expected to prove and assess the quality of your work **before** it has been presented to your professor. It is critical to your success for you to comply with the writing and formatting guides associated with this course of study and for you to have a high level of understanding of these documents. Before you turn any work into the professor, it is **your** responsibility to compare your written material with the requirements/specifications of the writing and formatting guides provided for this course of study and to ensure to the professor that you have fully complied with all requirements of the assignments.

Communications with Your Professor

- Correspondence with your professor in this course will be done via e-mail.
- All e-mails to your professor **must** be written in a **formal business format**, with a salutation, body, and closing.
- E-mails must be written in complete sentences, correctly spelled words, correct punctuation, grammar, etc.
- All e-mails sent to your professor **MUST** have the following in the e-mail **SUBJECT LINE**:

TMGT 516 01W – M. Smith: *Your First Name, Your Last Name, Your CWID #*

- **Virtual Office Hours**: Online office hours are noted on page 1 of this course syllabus.

Course Operational Policies

This graduate course will require you to read, conduct extensive research, and write at a level appropriate for a university master's level student. It is assumed that you can read and write at this level coming into the course.

- You will be expected to read and comprehend the course syllabus, e-mails, and announcements.
- You will be expected to manage your time effectively and efficiently throughout the semester.
- You will be expected to meet all deadlines and due dates.
- You will be expected to participate fully in the course by checking announcements and e-mails and responding to e-mails when requested.
- You will be expected to employ a **formal business writing style and format** in all of your written correspondence (*including e-mails*).
- You will be expected to practice **civility** in your verbal interactions with the professor, staff, and other students.
- You will be expected to devote **at least 16 clock hours** to this course each week of the semester (including on-line and off-line hours).

NOTICE: If you are not willing to devote the time and effort necessary for the successful completion of this graduate level course or if you do not have the prerequisite knowledge/skills to successfully complete this course, then you need to discuss this matter with your academic advisor immediately.

- You will be expected to log into **eCollege** often to check for correspondent from your professor.
- Work, vacation, travel, sickness/accident/death outside your immediate family does **NOT** constitute an approved excuse for not completing assignments and examinations and/or not meeting course deadlines and due dates.
- If you find it necessary to miss a deadline/due date and you believe you have a valid reason that meets university guidelines and course policy, notify your professor immediately in writing!
- Grading policies and requirements identified in this course syllabus are non-negotiable and will be adhered to in this course of study with all students held to an identical and equal standard.
- If you do not agree with any requirement herein, believe any requirement to be “unfair” or “unreasonable,” or believe that less should be expected of you than your classmates in order to earn a comparable course grade, you should **WITHDRAW IMMEDIATELY** from this course and re-evaluate your dedication to the principle of academic integrity and success!
- Grades earned in this course will be based on a numerical value and the final course grade will be recorded/posted as a letter grade (refer to the grading scale below).
- Numerical scores that determine the final course grade will not be rounded-up.

University/College/Department Surveys

Your feedback may be requested by Texas A&M University-Commerce during the semester/term regarding your course. *It is important that you take a serious and constructive approach to this activity.* The information gained from you will assist in course evaluation by the university/college/department to ensure that effective learning is taking place within the existing course structure. If changes are indicated, this feedback will help with course re-design and/or other revisions that will make the course more relevant for future students and the employers of our graduates.

Plagiarism

United States law recognizes that words and ideas can be stolen. The expression of original ideas is considered intellectual property and is protected by copyright laws. Almost all forms of expression fall under copyright protection as long as they are recorded in some way (*such as a book, musical composition, or computer file*).

All of the following are considered plagiarism:

- Turning in someone else’s work as your own.
- Copying words and/or ideas from someone else without giving proper credit (referenes).
- Failing to put a quotation in quotation marks.
- Providing incorrect information about the source of a quotation or information source.

- Changing words, but copying the sentence structure of a source without giving proper credit.
- Copying so many words or ideas from a source that it makes up the majority of the work you have written, whether you give credit or not.

To avoid plagiarism, an individual must give credit whenever they a) use another individual's idea, opinion, or theory; b) use facts, statistics, graphs, and drawings that are not common knowledge; c) use quotations of another individual's spoken or written words; or d) paraphrase another individual's spoken or written words.

- Any works referenced should be properly cited in accordance with the **APA 6th edition Publication Manual**.
- **Turnitin**, or other similar plagiarism verification services, may be utilized to verify the absence of or presence of plagiarism in any or all student assignments/work submitted for the comprehensive examination or other coursework.
- In most cases plagiarism can be avoided by citing your sources correctly. Simply acknowledging that certain material has been borrowed, and providing your audience with the necessary information to locate that source is usually enough to avoid a plagiarism charge.

Course Official Grade Book

Your professor maintains the official grade book and calculates grades externally from the courseware. The eCollege grade book is NOT the official grade book and is utilized only for the purpose of retrieving assignment and examination grades, when applicable, and as a convenient feedback utility to inform students of individual assignment grades, once available. The eCollege grade book may or may not display all credit assignments at any given time during the semester and therefore is NOT to be used as a planning tool for identifying required activities or due dates. Grade totals and percentages in the eCollege grade book may not reflect actual course performance.

Final Comprehensive Examination for the Master's Degree

Refer to Texas A&M University-Commerce Procedure 11.04.99.R0.20.

All Master of Science Degree in Technology Management candidates must satisfactorily pass a comprehensive examination covering course work within their master's degree program of study. For candidates pursuing the Master of Science Degree in Technology Management, the comprehensive examination will be online and be administrated as a component of the TMGT 599 course. Evaluation of the comprehensive examination will be conducted by an *advisory committee* in the Department of Engineering & Technology and the final student grade will be recorded as **PASS** or **FAIL**. A candidate who fails the comprehensive examination must complete whatever further courses or additional study that is stipulated by the *advisory committee*. This additional work must be satisfactorily completed and the comprehensive examination must be taken again and passed before the student will be eligible for graduation. If failed, the comprehensive examination may **NOT** be retaken during the same semester or term.

Writing Center

The Writing Center at Texas A&M University is committed to assisting student writers at all levels. The Writing Center is located on-campus in the Hall of Languages Building, Room 103. The hours of operation are Monday through Thursday from 9:00am until 4:00pm and on Friday from 9:00am until 1:00pm. There is also an Online Writing Lab, accessed by sending an e-mail to: writing.tamuc@gmail.com.

COURSE ASSIGNMENTS

*All work in this course is to be completed individually, without collaboration from others.
Refer to the section in this course syllabus on plagiarism.*

*Each student in this course of study agrees to accept and abide by the **Academic Honesty Policy** found in this course syllabus.*

As you read the textbook and conduct outside readings and literature searches, familiarize yourself with the requirements in the following assignments. Also, as you read, take notes of materials/key points that you may wish to include in your assignment response. Be sure to maintain the title, author, location, etc. of the sources of your research. After you have read and thoroughly researched your source materials, review the assignment again and begin to organize your thoughts as to the most effective, complete, and yet concise way to organize your response while keeping the reader in mind. Write a draft first, then read, **think** and make necessary revisions. Repeat this process as many times as you need in order to produce **your best work**. Be careful of formatting, word usage, spelling, and grammar and be sure to cite all of your sources, *if applicable*. Additionally, I will be looking for evidence in your response that you read the textbook, conducted appropriate and extensive outside readings, and that you understood and were able to analysis the information you read for the benefit of the reader. Write to your intended audience and at a level they can understand.

IMPORTANT NOTICE

It is assumed that as a graduate student in this program of study, you know how to read at a high level, conduct literature searches and write (author) original papers/assignments and other works on a given topic that fully comply with established writing and formatting guides. This course of study is not designed to provide you instruction on how to conduct research and/or write a graduate level paper, respond to assignment, therefore, if you feel you do not have this level of knowledge and skill required in this course of study you will need to discuss this matter immediately with your academic advisor to determine if you should remain in this course of study or what other action you might wish to explore.

Turning In Written Course Assignments

- Assignments are to be turned in to your professor as an *“attachment to an e-mail.”*
- The **subject line** of your e-mail **must** contain the following information (in this order):

TMGT 516 01W– M. Smith: *Your last name, Your first name, Your CWID #*

- If your e-mail does not contain the correct subject line information, it will be rejected and deleted without further action.
- This course does **NOT** use the eCollege drop box.
- Do **NOT** turn-in your assignments prior to 24 hours before it is due.
- ***Submit your assignments only once. The first one submitted will be the one graded.***

Guide & Instructions for Completing Course Assignments #1 & #2

- Write **chapter summaries** that convey what you understood about the material you read and communicates, *in your own words*, your understanding of the content of the text.
- Summaries are not essays or research papers. They *do not contain new information* derived from outside the text (sources), they *do not contain your opinions or feelings*, and they *do not contain quotes* from the material you read or from outside readings.
- The goal of writing a **chapter summary** of a text is *to reflect or explain* the text in a much shorter form (do not simply rewrite the chapter) and *to introduce the key points* discussed in the chapter to your reader.
- The first step is to thoroughly read the chapter to be summarized from beginning to end, without stopping.
- Next, reread the chapter and *make an outline* of the key points you feel need to be summarized in order for the reader to have a good grasp of the content of the chapter.
- **Check your work for accuracy.** Reread your **chapter summary** and make certain that you have accurately represented the textbook author’s ideals and key points of each chapter.
- Once you are certain that your **chapter summary** is complete and accurate, you should review for correct writing style, mechanics, grammar and punctuation.
- Use the **Publication Manual of the American Psychological Association (APA)** for all style and writing questions not addressed in this course syllabus.
- Your **chapter summary** text is to be written in **Times New Roman**, 12 point font.
- **Margins:** One (1”) inch margins left, right and bottom and a two (2”) inch margin at top of page (an exception to APA).
- **Line Spacing:** Single-spaced between all text lines of the **chapter summary** (an exception to APA).
- On **all** pages of the **chapter summary**, place your full name (last name first), CWID, course number and section and the date submitted in the upper left-hand corner of the page. **Use 10 point font.**

Example: Smith, Marc-12345678
 TMGT 516 01W-1/20/2017

- **Pagination:** On **all** pages of the **chapter summary** place page numbers in the upper right-hand corner of the page. **Use 10 point font.**

Example: 1 of 10 or Page 1 of 10

- **Summary Title:** On the first line of page 1, centered and bold in 12 point font, place the **chapter summary** title. The title is to be (example): **ASSIGNMENT #1 CHAPTER SUMMARIES**
- You may use appropriate *subheadings* in your **chapter summary** that serve to assist the reader. *At a minimum*, you should identify each chapter with a heading before your written summary. *Refer to APA for all other questions and spacing requirements.*
- You are **not** to include a title page, abstract, table of contents, or references. *The textbook is your only reference. Do not use or quote outside references in your chapter summary.*
- Bulleted lists are acceptable as they make it easier for the reader to process information. Follow APA guidelines for developing bulleted lists.

Guide & Instructions for Completing Course Assignment #3

Five discussion boards will be scheduled during the semester. Each board will be related to a case study provided by the professor. To complete the assignment, you will complete a post of no less than 40 words, *in your own words*, on the topic. These posts are to be completed by Thursday at midnight of the week due. You will also develop two *substantive* responses to the posts of other students (due by the following Sunday at midnight). Responses such as “I agree” or “that’s right” *are not substantive*. Each discussion board is worth 20 points for a total of 100 points for the five boards.

NOTICE for REQUIRED COURSE ASSIGNMENTS

- Assignments for this course of study will be provided to each student via e-mail at appropriate intervals during the semester.
- The first assignment e-mail will be sent after the first day of class (January 18, 2017).
- If you *do not receive* the assignment e-mails, it is your responsibility to notify your professor via e-mail (**refer to the section in this syllabus-Communications with Your Professor-page 4**) as soon as possible.

Graded Elements of the Course

Assignment #1 -Maximum value 100 points.	<i>Due by 11:59 pm on February 15, 2017</i>
Assignment #2 -Maximum value 100 points.	<i>Due by 11:59pm on March 29, 2017</i>
Assignment #3 -Maximum value 100 points.	<i>See class schedule for due dates</i>
Final Exam -Maximum value 100 points.	<i>Due by 11:59pm on May 3, 2017</i>

Course Grading & Evaluation Policy

The final course grade for each student will be based on the following grading scale:

A = 400-360 points
B = 359-319 points
C = 318-278 points
D = 277-237 points
F = 236-000 points

No extra credit, additional work to improve a grade or the re-doing of an assignment, project or examination will be permitted in this course.

All work in this course is to be completed individually, without collaboration from others. Each student in this course of study agrees to accept and abide by the Academic Honesty Policy found on page 2 of this course syllabus.

Use of Outside Sources for Written Work, Papers & Assignments

In this course, if it is determined that a student uses paid services to obtain previously written work, have the service write course papers, or prepare course assignments, that student will receive a failing grade (zero points) on the work in question.

In addition, the student may be subject to dismissal from the course and/or the university.

This type of practice is unethical and is not in keeping with the established tenets of obtaining a higher education degree. Zero tolerance applies to this policy!

University/College/Department Policies & Procedures

ADA Statement - The *Americans with Disabilities Act* (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you have a disability requiring an accommodation, contact:

Office of Student Disability Resources and Services
Texas A&M University-Commerce
Gee Library, Room 132
Phone (903) 886-5150 or (903) 886-5835
Fax (903) 468-8148
StudentDisabilityServices@tamu-commerce.edu

Student Conduct - All students enrolled at the University shall follow the tenets of common decency, civility and acceptable behavior conducive to a positive learning environment. (Refer to the *Code of Student Conduct* from *Student Guide Handbook*)

Research Studies/Human Subjects – Refer to the **Texas A&M University-Commerce** Rules & Procedures 15.00.01.R0.01-Human Subject Protection.

Non-Discrimination Statement -Texas A&M University-Commerce will comply in the classroom and in online courses with all federal and state laws prohibiting discrimination and related retaliation on the basis of race, color, religion, sex, national origin, disability, age, genetic information or veteran status. Further, an environment free from discrimination on the basis of sexual orientation, gender identity, or gender expression will be maintained.

CRITICAL NOTICE

Grading policies and requirements identified in this syllabus are non-negotiable and will be followed in this course with all students held to an identical standard. If you do not agree with any requirement herein, believe any of them to be “unfair” or “unreasonable,” or believe that less should be expected of you than your classmates to earn a comparable grade; you should IMMEDIATELY DROP this course and re-evaluate your dedication to academic integrity and success!

Drops & Withdrawals

Drop. Removal of the student from one or more courses while remaining actively enrolled in one or more remaining courses in a given semester. A drop must be initiated by the student, with reason, subject to professor approval, or it may be initiated by the professor in the case of excessive absences, at the discretion of the professor. Drop requests **must** be submitted on or before the drop deadline. A student **may not** be dropped from a single course after the drop deadline is passed. Requests to drop a course are submitted via the student’s myLEO account.

Withdraw. Elective removal of the student from **ALL** courses in which (s) he is enrolled in a given semester. A withdrawal request must be initiated by the student submitting the official [Withdrawal](#)

[Form](#) to the **Office of the Registrar** on or before the last day to withdraw. Withdrawals cannot be initiated by the professor and do not require professor approval.

During the open registration period at the beginning of the semester, students may add or drop courses without specific authorization (prerequisite requirements and permission-only courses excepted). Should the student determine it to be necessary to drop the course, or withdraw from the semester, it is the student's sole responsibility to submit the proper request **PRIOR** to the official deadlines to complete either of these actions. Drop/Withdrawal requests may **NOT** be submitted through your professor and informing your professor of your intent to take either action does not constitute your official request to do so. Professor approval is required to drop the course after the end of the open-enrollment period and prior to the drop deadline. The student **cannot** be dropped after the drop deadline or withdraw after the withdrawal deadline. (This is university policy, NOT a professor decision.) The professor is **required** to submit the actual grade earned by each student remaining on the official roster after the withdrawal deadline, regardless of the level of grade attainment. The student must contact their academic advisor to determine what effect the drop/withdrawal will have on their academic progress prior to initiating either action.

The student is responsible for confirming official university dates/deadlines and meeting any and all necessary deadlines pertaining to drops & withdrawals. In the event of a discrepancy between a date provided in the course and a date on the [official university calendar](#), the date on the official university calendar, or revised date officially announced by the registrar or other authorized university official, will take precedence.

Grade of "X" (Incomplete)

In accordance with the Academic Procedures stated in the TAMUC Catalog, "students, who because of circumstances beyond their control, are unable to attend classes during finals week or the preceding three weeks will, upon approval of their professor, receive a mark of 'X' (incomplete) in all courses in which they were maintaining passing grades." The mark of "X" is rarely applicable and will only be considered in strict compliance with University Policy upon submission of complete medical or other relevant documentation. Discovery of an impending failure of a course, although personally disappointing, DOES NOT constitute an emergency in academia and does not meet the criteria for the assignment of an incomplete.

Syllabus

This syllabus constitutes the contractual (contract) document between the professor and students enrolled in the course. A student's continued enrollment in the course following the posting of the official syllabus at the beginning of the semester/term signifies the student's understanding of and complete acceptance of this contract and the procedures, requirements, and evaluation criteria contained herein. Any student not accepting this contract is to immediately drop this course. The syllabus identifies credit-earning activities for which you will be responsible to submit in the course. The occurrence of a need to vary from the original syllabus is rare; however, unforeseen circumstances and logistical issues could arise during the course of a semester that necessitates a minor modification in the originally planned

activities or procedures. Changes to a syllabus are not made without sufficient justification and assurance that any changes implemented would not impact the students' ability to complete the course. Any variations that may be determined necessary during the course by the professor will be announced appropriately to the enrolled students in the courseware along with relevant information pertaining to the modification and an updated version of the syllabus will be provided.

Important Dates for This Course

- January 17, 2017 First Class Day - *Begin reading the course textbook*
- **February 15, 2017** Assignment #1 Due (chapter summaries for Chapters 4, 5, 8, 10, and 13)
- March 13-17, 2017 Spring Break
- **March 29, 2017** Assignment #2 Due (chapter summaries for Chapters 14, 15, 16, and 17)
- **April 28-30, 2017** Final Examination
- May 12, 2017 Final Day of the Spring 2017 Semester

Refer to the University Master Calendar for additional important dates.

Professional Biographical Summary

Dr. Marcus L. Smith, Jr. is an assistant professor of technology management in the Department of Engineering & Technology/*College of Science & Engineering (CoSE)*. He received his Doctor of Business Administration from the University of the Incarnate Word, San Antonio, Texas. He also holds a Master of Science degree in Engineering Management and Bachelor of Science degree in Computer Science from the Missouri University of Science & Technology located in Rolla, Missouri.

Dr. Smith has over thirty-five years of information technology experience including ten years in the Chief Information Officer (CIO) role for three companies. Additionally he served as the Chief Technology Strategist for AT&T's Signature Client Group. In that capacity, he assisted major customers including United Services Automobile Association (USAA), Clear Channel Communications, H.E. Butt Grocery Company (H-E-B), Valero, Whole Foods, and Advanced Micro Devices (AMD) in aligning their strategic business objectives with a technology roadmap. His total body of career experiences represents a combination of consulting best practices and industry practitioner.

Prior to joining AT&T, Dr. Smith also served as CIO for Pabst Brewing Company, Mallinckrodt (now a division of Covidien), and OmniAlert (a technology start-up). He also worked for top-tier consulting firms including Price Waterhouse, Ernst & Young, and Computer Sciences Corporation (CSC). While at CSC, Dr. Smith led the development of a set of innovative frameworks and methods for a new consulting practice that linked/aligned clients' business plans with their information technology plans.