

President Search Committee
Mayville State University
Mayville, ND 58257

January 18, 2018

To whom it may concern,

Please accept my application for the opportunity to serve as President of Mayville State University. The position announcement very clearly listed expectations of the position and the personal characteristics of the successful candidate. This letter is, thusly, written to specifically address each of the expectations and characteristics. My vitae is a more complete elucidation of my qualifications, but I will highlight some of the most pertinent in this letter.

EXPECTATIONS:

The President must embrace a genuine commitment to the university's mission and four core purposes:

- *academic programs and services for contemporary career and workforce opportunities;*
I am a graduate of Mayville State University. Further, I began my academic career at Mayville State University in 1983 and was on the faculty until 1998. A commitment to career and workforce development is part of the fiber of my being—woven in during my years at Mayville State University. I fundamentally believe in, and support, a liberal arts education, but ultimately, we must graduate students who obtain great jobs and who live great lives.
- *collaborative relations to contribute to the growth and vitality of North Dakota;*
I was born and raised in North Dakota. With the exception of two years during graduate school and the past six months, I have lived my entire life in the northern half of the Red River Valley. I grew up in a small agricultural community. I understand the North Dakota culture, economy, and political landscape. The growth and vitality of my home state is of great importance to me.
- *flexible programs, instruction and student services for the individual;*
As MBA Director at the University of North Dakota, I spearheaded an effort to change the delivery method from interactive television to an online hybrid format. The purpose was to increase flexibility for students and faculty. We also did an assessment of graduation rates and completion bottlenecks. We made adjustments and completion rates increased from approximately 60% to over 90%. Enrollment increased by about 1/3 to a high of 120 concurrently enrolled students.
- *and an environment that supports creativity, intellectual curiosity, lifelong learning, and an appreciation for diversity.*
My work in innovation and entrepreneurship is one aspect of my background that is evidence of my desire to work in exactly this type of environment. The training I have received at Stanford University in Lean Launchpad, in Strategic Doing and in Pathways to Innovation helped me learn how to foster creativity and innovation. Diversity, in particular, is important. Diversity of thought, background, perspective, discourse, gender, race, etc. All contribute to a rich learning environment and, ultimately, to a civil, balanced society.

The President will need to support and enhance the 2017-2021 strategic plan, working to advance the university's directions as they align with systemwide goals, objectives, and directives. The university expects a staunch advocate and an inspirational, collegial leader, both on campus and as the voice and face of the university in the state. The next president must enthusiastically and vigorously continue and

nurture the close-knit, mutually cooperative relationship with the Mayville and Portland communities.

An in-place, well-formed, visionary strategic plan is a gift to an incoming president. I have been a staunch advocate for Mayville State University throughout my adult life, even when (especially when) I was a faculty member and administrator at the University of North Dakota. My career path, which led me to a deanship at one of the oldest institutions of higher education in the country is evidence that I am an inspirational and collegial leader. I lived in Mayville, ND, almost exclusively, from September 1977 until July 2017 when I moved to Farmville, VA. I intimately understand the value of the positive relationship between Mayville State University and the communities of Mayville and Portland.

The candidate must be politically savvy and able to make complex decisions for the common good, using innovative insights for solutions and resolution. She or he should be able to manage diverse relationships, build consensus, and practice unquestionable integrity. The new President is expected to build partnerships and collaborate for the well-being of the university, the system, local communities, and the state of North Dakota.

This is a high expectation of an individual—which is absolutely appropriate. This expectation must be met in an environment of shared governance, participatory management, open discourse and transparency. The key words in the above expectation are “build” and “collaborate”. Building takes a team and a well-communicated process and goal. Collaboration is by definition a team effort. A president cannot meet this expectation alone—it requires a team of dedicated people—like those who are already a part of the Mayville State University team.

CHARACTERISTICS:

I will address each of the listed characteristics very briefly in order to limit this document to the three-page limit.

- *Students-first view and understanding of recruitment, retention, and enrollment management to yield access and success;*
I have always put students first—as a faculty member, chair, director, executive director and dean. I was on an enrollment management team at the University of North Dakota and traveled to several institutions to examine best practices.
- *Firsthand knowledge of successful financial management, resource generation, and fundraising;*
Financial management has been part of my responsibilities in both the private and public sectors for more than two decades. Fundraising is a major part of my current position. In the past 6 months we have increased the size of the College of Business and Economics endowment by 10%. While Executive Director and Chair of the School of Entrepreneurship, I was directly involved in raising over \$1.5 million in 2 ½ years.
- *Appreciation for transparent and collaborative governance practices;*
Transparency and collaboration are absolutely vital to the shared governance of a healthy higher education institution and system. Both transparency and collaboration are a function of open, frequent and honest communication.
- *Knowledge of technology framework for online, classroom, and blended learning growth opportunities;*
I understand technology and its application in education. My academic field is technology-based and the business I co-founded was an information technology service and consulting company. I was responsible for the transition of the UND MBA program from interactive television delivery to online-hybrid delivery. Further my department was the first at UND to offer its entire major online.
- *Bold advocate for the university while joining a statewide team with the State Board of Higher Education and colleague presidents;*

Advocacy was addressed above. My years of administrative experience has taught me to balance boldness with an appropriate level of finesse to increase the probability of the desired outcome.

- *Excellent listening and communication skills with an open-door, open-mind, mentoring style;*
The most important skill in communication, active listening is a fundamental skill for any administrator. I pride myself on my listening skills, but am constantly working to further improve them. Open-door, open-mind, mentoring—all are more than a personal style and skillset, they must be part of the culture of the institution. That is the culture of Mayville State University. I will strive to support and enhance that culture.
- *Ability to communicate and collaborate effectively with university constituencies, including the state legislature, city, county, and tribal leaders, K-12, agriculture, business, and industry;*
This is an outcome of solid listening and communication skills, as well as an appreciation of diversity. There is a lot to discuss regarding this characteristic. I would truly enjoy having that discussion with the search committee, faculty, students and community.
- *Desire to engage enthusiastically with the alumni association, foundation, and other university support groups;*
Fundraising with alumni foundations, interacting with alumni and working with support groups (such as advisory boards) have been among the most enjoyable and rewarding aspects of my administrative career. I will certainly want to continue those activities as a president.
- *Significant senior level leadership with faculty experience (preferred); and*
I have been a faculty member for 35 years and an administrator for 16 years. I currently serve as Dean of the College of Business and Economics at Longwood University in Farmville, VA.
- *Earned doctorate or terminal degree appropriate to the discipline (preferred).*
I hold a Ph.D. in Information Systems and Quantitative Analysis from the University of Arkansas at Fayetteville.
- *Success in leading and implementing diversity and inclusion initiatives;*
Diversity is a highly complex topic. In order to address this, diversity and inclusion require a focus, and definition—as does success. I am a passionate advocate for diversity and inclusion of all forms and welcome the opportunity to discuss my background with the search committee.

The expectations and most of the requirements for this position, are descriptive of a servant leader. Although it may be unusual in an application letter to send the reader to another document, it might be helpful to review the “Statement of Leadership Philosophy” I have included with my application materials. With over 30 years in higher education, 16 of those as an administrator, I have come to wholly embrace servant leadership and the tenets defined in that document.

While my application materials fairly represent my qualifications, a complete assessment of my fit for the position, and the opportunity’s fit for me, requires the richness of a conversation. I would very much welcome the chance to discuss this opportunity with the members of the Search Committee. If you require any additional information or have any questions, please do not hesitate to contact me.

Respectfully,



Timothy P. O’Keefe

EDUCATIONAL BACKGROUND

- Ph.D. in Business Administration, 1996.
College of Business, University of Arkansas, Fayetteville, AR
Major: Computer Information Systems & Quantitative Analysis
Dissertation: "An Examination of Object-Oriented Development in the End-User Development Environment."
- Master in Business Administration, 1985
Moorhead State University, Moorhead, MN
- Bachelor of Arts, 1981
Mayville State University, Mayville, ND
Major: Business Administration
Minors: Accounting, Computer Science

PROFESSIONAL EXPERIENCE (most recent)

ACADEMIC POSITIONS

- *Dean*, College of Business and Economics, Longwood University, Farmville, VA, July 2017-present.
- *Executive Director & Chair*, School of Entrepreneurship, University of North Dakota, Grand Forks, ND, July 2015-Dec 2016.
- *Interim Director, School of Entrepreneurship*, University of North Dakota, Grand Forks, ND, August 2014 – June 2015.
- *Chair of Information Systems and Business Education*, University of North Dakota, Grand Forks, ND, July 2002 – August, 2014.
- *MBA Program Director*, University of North Dakota, Grand Forks, ND, April 2007 – October 2012.
- *Professor of Information Systems*, University of North Dakota, Grand Forks, ND, August 2007 – May 2017.
- *Full member of the Graduate Faculty*, University of North Dakota, Grand Forks, ND, October 2005 – May 2017.

- *Associate member of the Graduate Faculty*, University of North Dakota, Grand Forks, ND, October 1999 – October 2005.
- *Associate Professor of Information Systems*, University of North Dakota, Grand Forks, ND, August 1999 – August 2007.

EXPERIENCE AS AN ENTREPRENEUR

- *Chief Executive Officer*, ComMark, Inc., May 2009 – September 2013.
- *Chief Technology Officer*, Vice President, and co-founder of ComMark, Inc., an Internet consulting company based in Mayville-Portland, ND, Sept 1995 – May 2009.

LIST OF COURSES TAUGHT

University of North Dakota – most recent 3 years

ENTR 101	Introduction to Entrepreneurship (1 credit)
ISYS 117	Personal Productivity with Information Technology
ISYS 317/ISBC 317	Information Systems in Enterprise
ISYS 330/ISBC 330	Relational Database Design
ENTR 366	Creativity and Innovation for Entrepreneurs (co-taught)
ISYS 370	Internet/Intranet Development
ISYS 411/ISBC 490	Information Systems Seminar/Systems Analysis & Design
ISYS 430	Relational Database Development
ISYS 499	Special Topics
ISYS 510	Information Systems
ISYS 517	Advanced Accounting Systems

SERVICE ACTIVITIES

LONGWOOD UNIVERSITY

- University Planning Council, July 2017-present

UNIVERSITY OF NORTH DAKOTA

University

- Cybersecurity Task Force, Oct. 2015-December 2016.
- Enrollment Management Best Practices Task Force, Sept. 2014-Jan. 2015.
- Program Prioritization Task Force, March, 2013-October, 2015.
- Promotion Committee, Chair, 2011-2012.
- Graduate Committee, Sept, 2007-Aug, 2010.
- University Senate, Sept. 2009 – Sept. 2010.
- University Information Technology Council, 2005-2009.
- University Research Council - Information Technology Subcommittee, 2004-2005.
- Full Member of the Graduate Faculty Oct, 2005-May 2017.
- Associate Member of the Graduate Faculty Oct, 1999-Oct, 2005.
- Information Technology Planning Task Force – 1999-2000.
- Committee member for two School of Communication Doctoral Dissertations.
- Committee Member on two Computer Science Masters Theses.

College

- CoBPA Executive Committee, 2003-December 2017.
- CoBPA Mission/Vision Task Force, July 2015.
- CoBPA Building Design Committee, July 2015-May 2017.
- CoBPA Promotions, Scholarships & Grants Committee, 2012-2014.
- Director of the Master in Business Administration Degree, March 2007-Sept 2012.
- CoBPA Graduate Programs Committee Chair, Aug. 2006-July 2007.
- CoBPA Graduate Programs Committee, 2007-2012.

- CoBPA Curriculum Committee, 2005-2006.
- MBA Steering Committee Member, 2001-2006.
- ISBE Activities Ambassador, 2004-2011.
- CoBPA Ethics Committee, 2005-2006.
- CoBPA Wellness Coordinator, 2005-2006.
- Hultberg Committee, 2003-2004.
- Served on the "Design Team" for the A. Kirk Lanterman Investment Center, 2002-2003.
- COBPA Seed Monies Committee, 2001-2002.
- Independent Study Advisor for two Masters in Career and Technical Education students.
- Independent Study Advisor for over twenty one Masters in Business Administration students.

School of Entrepreneurship

- Executive Director & Chair, July 2015-December 2016.
- Interim Director, August 2014-June 2015.
- Pathways to Innovation, Team Co-leader, November 2014-June December 2016.

Department

- Chair of Information Systems and Business Education, July 2002-August 2014.
- Internship Coordinator, July 2002-May 2017.
- Cooperative Education Coordinator, July 2002-May 2017.
- Chair, Departmental Research Group, 2003-2004.
- SAP Coordinator, 2004-2007

Conferences Attended

- Attended the "SAP Curriculum Conference" in Atlanta, Georgia, March 5 -7, 2005
- Attended the "SAP University Alliance Program Conference" in Miami, Florida, February 15-17, 2003

Students

- Sponsored a student in the Kauffman Entrepreneurship Program, 2002 Academic Year.
- Advisor for the Association of Information Technology Professionals Student Chapter.

Community

- Assistant Debate Coach – Mayville-Portland-Clifford-Galesburg High School, 2005-2006.
- Masonic Lodge Member – Mayville, ND.
- Member of Heartland Commerce, a temporary foundation formed to write a business plan for Xtencity, a rural technology dissemination initiative. Assisted in the production of “Offering Circular Xtencity, Inc. A North Dakota Corporation” dated February 19, 2002. Time span of project, October, 2000 – May 2002.
- Columnist for "Tech Talk", Midweek Eagle, West Fargo, ND. Three columns, 2003 Academic Year.

Professional

- AACSB “Curriculum Development Series: Data Analytics Seminar”. January 25-26, 2016. Tampa, FL.
- Editorial Team, International Journal of Management & Information Systems, January 2013–present.
- AACSB “Redesigning the MBA” Conference. March 26-27, 2012. Tampa, FL.
- Information Technology Council of North Dakota – Board of Directors, February 2006-June 2014.
- Guest Editor, Special Issue of the International Journal of Electronic Markets, January May 2007.
- Program Chair: Fifth Wuhan International Conference on E-Business, May 27-28, 2006.
- Webmaster – www.ibii.org, conference website for International Business Interface Incorporated, 2005-2007.
- Reviewed paper for the International Journal of Modeling and Simulation. “Extensions to Session-Based Modeling for Intrusion Detection Systems,” 2005-2006.
- SAP Curriculum Congress, March 5-7, 2005, Atlanta, Georgia.
- Session Chair (2 sessions) – 3rd Wuhan International Conference on Electronic Business. June 4-5, 2004, China University of Geosciences, Wuhan, China.
- Discussion Panelist – “Commodity Product Branding: The Marketing Strategy Behind Beef, Beans, and Soybeans”, Association of Marketing Theory and Practice Annual Meeting, March 26, 2004. Sandestin, Florida.
- Session Chair and Paper Reviewer – International Business Interface Conference in

Ecuador, November 17-19, 2003 Quito, Ecuador.

- SAP Innovation Congress Americas, February 15-17, 2003, Miami, Florida.
- Paper Reviewer, "An Empirical Study of the Impact of IT Intensity and Organizational Absorptive Capacity on CRM Performance" for The Journal of Global Information Management 3/2003.
- UND Representative on the Heartland Commerce Committee - a group charged with planning and developing an initiative to support rural business activities in ND and throughout America.
- Paper Reviewer, "The significance of information flows in the design of supply chains" for The Journal of Logistics Information Management 7/2002.
- Greater North Dakota Association Member, 2002.

PUBLICATIONS

- Dosch, R., Haskins, J., O'Keefe, T. (2013). Exploring the Principles for Increasing Integrity, Objectivity in External Audits. *Information Management*, 47(3), 32-36.
- O'Keefe, T., Wayne, H. (2012). *Crashing PERT Networks: A Simulation Approach*. www.lap-publishing.com: Lambert Academic Publishing.
- Askim-Lovseth, M., O'Keefe, T. (2012). Enhancing the Interdisciplinary Perspective in the Marketing Management Decision Process through an Applied, Integrated, Client Project. *Marketing Education Review*, 22(1), 57-61.
- Byars, B., O'Keefe, T., Clement, T. (2008). Google, Inc.: Procurer, Possessor, Distributor, Aider and Abettor in Child Pornography. *Forum on Public Policy*, Spring (1). <http://forumonpublicpolicy.com/archivespring08/byars.pdf>
- Askim-Lovseth, M., O'Keefe, T. Application of the Consumer-centric eMarketing Value Assessment Model to Website Development: A Case Study. *E-Business Review*, VIII, 16-19.
- O'Keefe, T., Zhao, J., Huang, W. (2007), Preface to the Focus Theme Section: 'Electronic Business in China'. *Electronic Markets – The International Journal*, 17(2), 84-85.
- Zuo, Y., O'Keefe, T. (2007). Post-release Information Privacy Protection: A Framework and Next-generation Privacy-enhanced Operating Systems. *Special Issues on Secure Knowledge Management, Information Systems Frontiers: A Journal of Research and Innovation/Springer*, 9(4), 451-467.
- Lawson-Body, A and O'Keefe, T. P. "Interorganizational Relationships in the Context of SMEs' B2B E-Commerce" *Journal of Commerce in Organizations*, 4(4), pp. 1-28.
- O'Keefe, T., Dosch, R., & Wambsganss, J. (2006) "Examining for Fraud: A Case for a Larger Alpha". *Journal of Forensic Accounting*, 7(1), 1-16.
- O'Keefe, T. P., & Askim-Lovseth, M. K. (2005, June). "Consumer-centric eMarketing Value Assessment Model: An Adaptation of Heuristic Evaluation Usability Testing, the Seven C's Framework and the Value Bubble to Assess Website Marketing Objectives Achievement". *Journal of E-Business*, 5 (1), 109-123.
- O'Keefe, T. P., & Askim-Lovseth, M. K. (2005). "Adaptation of Heuristic Evaluation Usability Testing to Assess Achievement of Website Marketing Objectives". *E-Business Review*, 5, 157-165.
- O'Keefe, T.P., & Langemo, M.E. (2005). "Controlling the Risks of Content Publication". *The Information Management Journal*, 39 (1), 37-43.
- O'Keefe, T.P., Haskins, J., & Haga, W. (2004). "Microcomputer Pricing, an Analysis of Indicators". *Journal of Applied Business and Economics*, 4 (2), 26-37.
- Timothy P. Cronan, Patti D. Massey, & Timothy P. O'Keefe. "Comments on 'Economic

Analysis of Microcomputer Hardware”. *Communications of the ACM*, 37(12) (1994), pp. 103-105.

CONFERENCE PROCEEDINGS (• Published -- ⊙ Published and Presented)

- ⊙ Lee, K., Collins, M., O’Keefe, T. (2012) Increasing Retention and Student Success with MyITLab. 2012 Southeastern INFORMS Conference, Myrtle Beach, SC, on CD.
- Zuo, Y., O’Keefe, T. (2011, December) RFID-enabled Logistic Flow Tracing in Supply Chains: Communications, Protocol, and Security. *Proceedings of the 2011 IEEE Global Communication Conference*, Houston, TX, 5.
- ⊙ Zuo, Y., O’Keefe, T. (2009) Securely Querying Sensor Associated RFID Virtual Databases. *Proceedings of the 7th International Conference on Information Technology: New Generations/IEEE Computer Society*, Las Vegas, NV, 619-624.
- ⊙ Zuo, Y., Wen-Chen, H., O’Keefe, T. (2008) Trust Computing for Social Networking. *Proceedings of the IEEE Computer Society*, Las Vegas, NV, 1534-1539.
- ⊙ Zhang, H., O’Keefe, T.P. (2006, May) Database Scaling for Small Business E-Commerce: A Comparative Analysis Utilizing TPC-W. *Proceedings of the Fifth Wuhan International Conference on E-Business*, Wuhan, China, 3, 1180-1188.
- Zuo, Y., O’Keefe, T.P. (2006, May) A Framework for Detection of Information Privacy Violation. *Proceedings of the Fifth Wuhan International Conference on E-Business*, Wuhan, China, 3, 1404-1411.
- Loyland, M., O’Keefe, T., & Exiang, L. (2005, June). A comparison of Attitudes Toward “Overseas” Study Between Undergraduate Students at the United States of America and China. *Proceedings of the Fourth Wuhan International Conference of E-Business*, Wuhan, China, Volume 2, 1305-1318.
- ⊙ O’Keefe, T.P., & Askim-Lovseth, M.K. (2005, March). Adaptation of Heuristic Evaluation Usability Testing to Assess Achievement of Website Marketing Objectives. *Proceedings of the 5th International Conference of the International Academy of E-Business*, San Francisco, California, on CD.
- Haskins, J.P., Metelmann, T.K., & O’Keefe, T.P. (2005, March). Are Bank Loan Loss Reserves Materially Overstated? *Proceedings of the 6th Annual Conference of the National Business and Economics Society*, Key West, Florida, on CD.
- ⊙ O’Keefe, T.P., Palmer, J., Miller, T., Glenn, A., & Shirazi, F.B. (2004, June). Electronic Government Services in a Rural Setting: Target Group Preparedness and Predisposition. *Proceedings of the 3rd Wuhan International Conference on Electronic Business*, June 4-7, 2004, China University of Geosciences, Wuhan, China, 271-286.
- ⊙ Lawson-Body, A., O’Keefe, T.P., & Shirazi, F.B. (2004, June). A Theoretical Framework for Electronic Commerce Dimensions. *Proceedings of the 3rd Wuhan International*

Conference on Electronic Business, June 4-7, 2004, China University of Geosciences, Wuhan, China, 459-473.

- O'Keefe, T.P., Haskins, J., & Haga, W. (2004, March). Microcomputer Pricing, an Analysis of Indicators. *Proceedings of the 5th Annual Conference of the National Business and Economics Society*, Hawaii, USA, on CD.
- Askim-Lovseth, M.K., & O'Keefe, T.P. (2004, March). The USDA Food Consumption Database: A Rich Data Source for Academic Research. *Proceedings of the 5th Annual Conference of the National Business and Economics Society*, Hawaii, USA, on CD.
- Lesch, W. C., Askim-Lovseth, M. K., Tangsrud, Jr., R. R., O'Keefe, T., Wachenheim, C., & Goldsmith, P. (2004, March). Commodity Product Branding: The Marketing Strategy Behind Beef, Beans and Soybeans. *Proceedings of the Association of Marketing Theory and Practice*, March 25-27, 2004. Special Session presentation at the Association of Marketing Theory and Practice Conference, Sandestin, Florida. (Lesch, Tangsrud, Wachenheim, & Goldsmith presented).
- ⊙ Palmer, T., & O'Keefe, T.P. (2003, November). Government Rural Outreach Project: An Attempt to Implement and Study Electronic Government Services in a Rural Setting. *Proceedings of the International Business Interface Conference*, Quito, Ecuador, on CD.
- ⊙ O'Keefe, T.P., Shirazi, F.B., Lawson-Body, A., & Braathen, S. (2003, November). Electronic Government: A Research Model. *Proceedings of the International Business Interface Conference*, Quito, Ecuador, on CD.
- Lesch, W., Askim-Lovseth, M.K., Tangsrud, R., & O'Keefe, T.P. (2003, March). Understanding and Using the USDA Continuing Survey of Food Intakes by Individuals 1994-1996, in the Analysis of Consumer Behavior and Segmentation. Paper presented at the Special Session for the 2003 Association of Marketing Theory and Practice Conference, Hilton Head, South Carolina. Section 5:4 p. 1.
- Wambsganss, J., Dosch, R., & O'Keefe, T.P. (2003, March). Examining Systematic Fraud in a High Technology Environment. *Proceedings of the 39th Annual MBAA Meeting*, Chicago, Illinois, on CD.
- Haga, Wayne A. and O'Keefe, Timothy P. "Crashing Pert Networks: A Simulation Approach." *Proceedings of the 4th International Conference of the Academy of Business and Administrative Sciences*, July 12-14, 2001, Quebec City, Canada.
- Robles, M., Braathen, S., O'Keefe, T., Haga W., & Graham, B. "An Assessment of Student Learning in a Required Introductory Information Systems Course: Lessons Learned." *Proceedings of the Annual Midwest Instruction and Computing Symposium*, April 13-15, 2000, St. Paul, MN.
- ⊙ Timothy P. O'Keefe. "Judgment Analysis to Assist Group Decision Making: An Example" *1995 Proceedings, Decision Sciences Institute*. 19-21 Nov. Boston, Massachusetts.
- ⊙ Timothy P. O'Keefe & Douglas E. White. "The Object-Oriented Paradigm as a Function

of the Relational Database Paradigm: A Consideration." *1994 Proceedings, Decision Sciences Institute*. 20-22 Nov. Honolulu, Hawaii.

- ⊙ Timothy P. Cronan, Patti D. Massey, & Timothy P. O'Keefe. "Microcomputer Hardware Pricing: Regression Models for 386-Based and 486-Based Systems." *1994 Proceedings, Decision Sciences Institute*. 20-22 Nov. Honolulu, Hawaii.
- ⊙ Timothy P. Cronan, Patti D. Massey, & Timothy P. O'Keefe. "Explaining Microcomputer Hardware Pricing." *1993 Proceedings, Decision Sciences Institute*. Volume II. 21-23 Nov. Washington, DC. pp. 1002-1004.
- ⊙ Michael R. Collins, Louis W. Glorfeld, & Timothy P. O'Keefe. "A Reanalysis of the EUCS Instrument with Current Advancements in Exploratory Factor Analysis." *1993 Proceedings, Decision Sciences Institute*. Volume II. 21-23 Nov. Washington, DC. p. 935.
- ⊙ Michael R. Collins, Louis W. Glorfeld, & Timothy P. O'Keefe. "Confirmatory Factor Analysis: An Example of Its Use in the Assessment of Construct Validity." *1993 Proceedings, Decision Sciences Institute*. Volume II. 21-23 Nov. Washington, DC. pp. 796-798.
- ⊙ Michael R. Collins, Louis W. Glorfeld, & Timothy P. O'Keefe. "An Example of the Use of Confirmatory Factor Analysis in MIS Instrument Development." *Proceedings of the Twenty-Fourth Annual Conference of the Decision Sciences Institute, Southwest Region*. 5-7 March 1993. Ed. G.W. Willis and Jonathon Trower. Omnipress: Madison, Wisconsin. p. 139.

TEXTBOOKS

- Kinser, A., Kinser, E., Lending, D., Moriarity, B., O'Keefe, T., Pope, C., Shah, A. (2013) *Your Office: Microsoft Office 2013 Volume 1*, Upper Saddle River, NJ: Pearson Education, Inc.
- Kinser, A., Hammerle, P., Moriarity, B., Nightingale, J., O'Keefe, T. (2013) *Your Office: Microsoft Excel 2013 Comprehensive*, Upper Saddle River, NJ: Pearson Education, Inc.
- Kinser, A., Hammerle, P., Lending, D., O'Keefe, T., Stout, N., Stover, B. (2011) *Your Office: Microsoft Office 2010 Volume 1*, Upper Saddle River, NJ: Pearson Education, Inc.
- Kinser, A., O'Keefe, T., Stout, N., Nightingale, J., Wagner, W., Moriarity, B. (2011) *Your Office: Microsoft Excel 2010 Comprehensive*, Upper Saddle River, NJ: Pearson Education, Inc.

PROFESSIONAL PRESENTATIONS

INTERNATIONAL/NATIONAL

- *Invited Presentation:* O’Keefe, T., “Strategies for Electronic Record Storage – The Foundation for GARP Maturity?” Winnipeg Chapter of ARMA, September 16, 2013, Winnipeg, MB
- *Invited Presentation:* O’Keefe, T., “Computing in the Cloud – Herding Cats” Winnipeg Chapter of ARMA, September 16, 2013, Winnipeg, MB
- *Invited Presentation:* O’Keefe, T., “Strategies for Electronic Record Storage” Winnipeg Chapter of ARMA, January, 21, 2010, Winnipeg, MB
- *Invited Presentation:* O’Keefe, T., “Email Management” Winnipeg Chapter of ARMA, January 21, 2010, Winnipeg, MB
- *Invited presentation:* “What Every Entrepreneur Needs to Know About I.T.”, Association of Employment Practices and Principles (AEPP), September, 24, 2009, Montreal, Quebec.
- *Invited presentation:* “Just How Honest are Entrepreneurs Anyway? A Study of Corruption in Entrepreneurial Ventures”, Association of Employment Practices and Principles (AEPP), September, 24, 2009, Montreal, Quebec.
- *Invited presentation:* “Communicating with IT Professionals” Winnipeg Chapter of ARMA, March 17, 2008, Winnipeg, MB.
- *90 minute education session:* O’Keefe, T., “Communicating with IT” ARMA International Conference, October 10, 2007, Baltimore, MD.
- *Three-hour education session:* O’Keefe, T., “What is your IT IQ?” ARMA International Conference, October 24, 2006, San Antonio, TX.
- *Invited presentation:* O’Keefe, T. & Langemo, M. “Records Management and Information Technology: Bridging the Chasm of Misunderstanding”. ARMA International Conference, September 19, 2005, Chicago, IL.

REGIONAL

- *Invited presentation:* O’Keefe, T. “IT Strategies and Giving Back” Richmond Chapter of the Association of Government Accountants, October 19, 2017, Midlothian, VA.
- *Invited presentation:* O’Keefe, T. “Strategies for Electronic Record Storage” Bismarck-Mandan ARMA Spring Seminar, April 17, 2012, Bismarck, ND.
- *Invited Presentation:* O’Keefe, T. “Email Management”, Bismarck-Mandan ARMA Spring Seminar, April 17, 2012, Bismarck, ND.

- *Invited Presentation:* O'Keefe, T., "Communicating with IT: How Records Managers Can Successfully Accomplish Collaboration" ARMA San Antonio Annual Seminar, February 18, 2011, San Antonio, TX.
- *Invited Presentation:* Langemo, M., O'Keefe, T., "Records Management and IT: Bridging the Chasm of Misunderstanding" ARMA San Antonio Annual Seminar, February 18, 2011, San Antonio, TX.
- *Invited Presentation:* O'Keefe, T., Langemo, M., "Web 2.0 and Ramifications for Records Management" ARMA San Antonio Annual Seminar, February 18, 2011, San Antonio, TX.
- *Invited presentation:* O'Keefe, T. "Communicating with IT ", Dallas-Ft. Worth ARMA Spring Seminar, May, 6, 2010, Ft. Worth, TX.
- *Invited Presentation:* O'Keefe, T., "Communicating with IT", Twin Cities Chapter of ARMA, Jan 13, 2009, Minneapolis, MN.
- *Invited presentation:* O'Keefe, T. & Langemo, "Records Management and Information Technology: Bridging the Chasm of Misunderstanding" ARMA Nebraska Spring Seminar, April 23, 2008, Council Bluffs, IA.
- *Invited presentation:* "Communicating with IT" Florida Gulf Coast ARMA Chapter Seminar, April 4, 2008, Tampa, FL.
- *Invited presentation:* O'Keefe, T. & Langemo, M. "Records Management and Information Technology: Bridging the Chasm of Misunderstanding" Montana Government IT Technology Services Conference, December 7, 2007, Helena MT.
- *Invited presentation:* with O'Keefe, T. & Langemo, M. "Records Management and Information Technology: Bridging the Chasm of Misunderstanding" Big Sky Chapter of ARMA, September 13, 2007, Helena MT.
- *Invited presentation:* "eGads! Records Management and the eGadgets of eGovernment". Montana Digital Government Summit, September 19, 2006, Helena, MT.
- *Invited presentation:* "Communicating with Information Technology Professionals". Minneapolis/St. Paul ARMA Annual Conference, April 4, 2006, Minneapolis, MN.
- *Invited presentation:* O'Keefe, T., "Banking in the Future - A Futurists Perspective". 66th Annual Convention of the ND Credit Union League & Affiliates, February 7, 2003, Bismarck, ND.
- *Invited presentation:* O'Keefe, T., "Improving FBLA Websites for National Competition". North Dakota Future Business Leaders of America Conference, April 3, 1999. Fargo, North Dakota.
- *Invited presentation:* O'Keefe, T., "Websites, The Good, The Bad, The Ugly". North Dakota Teachers Convention, November 22, 1999. Grand Forks, North Dakota.

GRANTS AND CONTRACTS

GRANTS

- Stanford Pathways to Innovation Program, Pathways to the Marketplace, approved November 14, 2014. Two-year project partially funded and supported by the Epicenter at Stanford University to incorporate entrepreneurship education in to the College of Engineering and Mines curriculum.
- O'Keefe, T. (2003, January). A Report to the General Services Administration Federal Government United States of America – Documenting the Results of The Government Rural Outreach Project - \$40,000.
- O'Keefe, T. (2002, December). A Longitudinal, Repeated Measures Examination of Factors Affecting the Success of an Extremely Large Enterprise Resource Planning Implementation. Funded by University of North Dakota Faculty Research Seed Money Council, \$38,765 over 24 months.

CONSULTING ACTIVITIES

- Programming and database administration consultant to the International City/County Management Association, Washington, DC. Several projects from 2004-2011.
- Jamestown State College, Jamestown, ND - Curriculum Review - January, 2010.
- Mayville State University, Mayville, ND - Curriculum Review – May, 2009.
- Authored Research Report: "A Report to the General Services Administration Federal Government United States of America - Documenting the Results of The Government Rural Outreach Project," January 2003.
- Participated in production of a report titled "A Secondary Review of Food Service and Household Consumption Opportunities for Edible Bean Products" for North Harvest Bean Growers Association, Frazee, MN. Consultants: William Lesch, Mary Askim, Robert Tangsrud, Timothy O'Keefe, 2003-2004.

HONORS, AWARDS, AND OTHER QUALIFICATIONS

- Lean LaunchPad seminar, VentureWell, Stanford University, November 3-5, 2014.
- Eugene Dahl Endowed Chair of Innovation & Character, August, 2014-May, 2017.
- Association of Records Mangers and Administrators Britt Literary Award, October 28, 2013.

- University of North Dakota
North Dakota Spirit Faculty Achievement Award, May 1, 2013.
- University of North Dakota College of Business and Public Administration Established
Faculty Service Award, 2011-2012
- Meritorious Teaching, Research and Service Award 2004-2005, College of Business and
Public Administration
- Outstanding Research Paper – International Academy of E-Business 5th Annual
Conference, March 24-27. San Francisco, California, 2005
- University of North Dakota
College of Business and Public Administration
Certificate of Recognition for Student Organization Advising, 2002
Association of Information Technology Professionals
- Elwood S. Buffa National Dissertation Competition - Decision Sciences Institute
Honorable Mention, 1997
- AACSB National Doctoral Fellow, July, 1991–June, 1992

STATEMENT OF LEADERSHIP PHILOSOPHY

Having worked in higher education for the majority of my life, and having been an administrator for well over a decade, I have developed a deep personal value system which forms the foundation of my leadership philosophy. Effective leadership is as much, and possibly more, about the character of the leader than it is about the performance of duties. An effective leader must: exhibit integrity and honesty; provide vision; be a scholar and value scholarship; be a collaborator; be an educator through mentorship, facilitation, advocacy and service; and foster transparency. Each of these is addressed below:

INTEGRITY AND HONESTY

Integrity is the consistent adherence to an ethical code of conduct that gives organizational members a sense of confidence that decisions and actions are just and equitable. Integrity is inseparable from honesty. Honesty begets trust and trust is the foundation of functional relationships.

VISION

In higher education, ideally, vision is collectively developed. Nonetheless, it is the responsibility of a leader to focus, to articulate and to promote an organizational culture energized to achieve that vision.

SCHOLARSHIP

In higher education, administrative scholarship is required to maintain currency in accreditation standards, educational trends, legal issues, societal opportunities and challenges, operational innovations, and in too many other areas of importance to list. Scholarship is necessary for the formation of an appropriate vision and, consequently, for effective leadership.

COLLABORATION

Higher education, possibly more than in any other environment, thrives on collaboration. Through collaboration, faculty governance is more than an ideal, it becomes a reality. Through collaboration, the ideas and strengths of each individual contribute to the achievement of the organizational vision. Through collaboration, vision and leadership become part of the culture.

MENTORSHIP, FACILITATION, ADVOCACY AND SERVICE

While these are activities, I believe they are also values. Mentorship, facilitation, advocacy and service are how collaborative leadership may be operationalized. Through mentorship a leader teaches others how to lead. Through facilitation a leader gives others support, encouragement and the freedom to lead. Through advocacy a leader assists others in working to achieve common goals—a common vision. Through service a leader fosters an environment in which the needs of the organization and its members are of the highest priority.

TRANSPARENCY

A culture of integrity, honesty, scholarship and collaboration requires transparency. Transparency is a function of availability and communication. Organizational information must be appropriately available and must be communicated in an effective manner. While transparency cannot be unlimited, transparency provides evidence of an administrator's trust in organizational members and encourages trust of the administration.