

Please let me acknowledge upfront that it is extremely difficult to attribute accomplishments in a journal setting to one person. First of all, there is a lag effect. Many of the actions that have resulted in the continuing high *MISQ* citation impact factors were initiated during former EIC Carol Saunder's term and before. Moreover, if the papers we are publishing are extremely well cited, this is mostly attributable to the hard work of the editors and reviewers and, it seems to me, to a much lesser extent the EIC. Likewise, it is forever true that leadership means nothing without a welcoming of new approaches by a community, in this case authors, reviewers, editors, readers, and policy makers. For these reasons, I do not list *MISQ*'s noteworthy journal impact factors (JIFs) below. Given these caveats, let me enumerate the most relevant accomplishments as I see them.

Strategic Initiatives 2011

- Appointed outstanding SEs. In alphabetical order, they are Gefen, David (Drexel University); Jiang, J.J. (Australian National University); Telang, Rahul (Carnegie-Mellon University); Thompson, Ron (Wake Forest University); and Venkatesh, V. (University of Arkansas); our two editorial boards now have about a third of their memberships from outside North America, this percentage being retained with new appointments in the fall of 2011.
- Appointed outstanding new AEs. In alphabetical order, they are: Cenfetelli, Ron (University of British Columbia); Chellappa, Ram (Emory University); Gu, Bin (University of Texas, Austin); Ho, Susanna (Australian National University); Jiang, Zhenhui (Jack) (National University of Singapore); Kane, Gerry (Boston College); Kannan, Karthik (Purdue University); Khatri, Vijay (Indiana University, Bloomington); Koh, Christine (Nanyang Technological University); Rossi, Matti (Aalto University, Finland); Tiwana, Amrit (University of Georgia); Viswanathan, Siva (University of Maryland, College Park); Wang, Weiquan (City University of Hong Kong); and Warkentin, Merrill (Mississippi State University).
- Through four editorials, placed emphasis on how IS research is, indeed, relevant; what authors should report in their SEM studies; what is underlying a constructive review; and whether IT and entrepreneurship are a happy marriage or an off-again, on-again affair.
- Placed a hold on special issues so as to clear out the backlog more effectively; we are also increasing the number of pages published in each issue.
- Published in June of 2011 "Research Commentaries" by leading scholars writing on latest advances in research methodology; these scholars were Rick Bagozzi (Michigan); Scott MacKenzie and Phil Podsakoff (Indiana) and Nathan Podsakoff (Arizona); Adamantios Diamantopolous (University of Vienna); and Ken Bollen (Colorado, Boulder).
- Encouraged papers in exciting new areas of theory and method through attendance at the NeuroIS conference held in Philadelphia, Pennsylvania, at Temple University in September, 2011. The reference disciplines for this subfield are neuroscience, economics, and marketing and a neuroscience paper has been accepted in our "Research Essay" category.

- Keynoted Information and Management Science Conference, Lhasa, Tibet, China; keynoted PACIS Conference, Brisbane, Australia; keynoted WHICEB Conference, Wuhan, China; keynoted UCIS Conference, Carnegie-Mellon University, Doha, Qatar; attended PACIS 2011 and ICIS 2011.
- Represented *MISQ*, gave presentations, and shared ideas about submitting manuscripts at the following universities: KAIST (Seoul, Korea); Rochester Institute of Technology (Rochester, NY); McMaster University (Hamilton, Canada); City University (Hong Kong, China); University of Agder (Kristiansand, Norway); National University of Singapore; Nanyang Technological University (Singapore); Chinese University of Geosciences (Wuhan, China); Philipps University (Marburg, Germany); Goethe University (Frankfurt, Germany); Technische University (Munich, Germany); Australian National University (Canberra, Australia); University of Virginia (Charlottesville, VA); Penn State University (State College, PA); Mississippi State University (Starkville, MS); Indiana University (Bloomington, IN).

Tactical Initiatives 2011

- Continue to handle more papers as SE than any other SE on our board. To determine workload, we use the metric of “touches.” This means that every time an editor works with a paper, either as an initial submission or as a revision or resubmission, we count that as one “touch.” By this metric, my workload is the highest among sitting or Emeritus SEs.
- Handled one alleged plagiarism cases.

Strategic Initiatives 2010

- Appointed outstanding SEs. In alphabetical order, they are Bapna, Ravi (University of Minnesota); Lim, Kai (City University of Hong Kong); Majchrzak, Ann (University of Southern California); Vaishnavi, Vijay (Georgia State University). Reappointed Hevner, Alan (University of South Florida) and Valacich, Joe (Washington State University). Our two editorial boards now have more than a third of their memberships from outside North America, this percentage being raised with new appointments in the fall of 2010.
- Appointed outstanding new AEs. In alphabetical order, they are Hsieh, J.J. (Hong Kong Polytechnic University); Huff, Sid (University of Victoria, New Zealand); Maruping, Lakoebe (University of Louisville); Pan, Shan Ling (University of Singapore); Wells, John (University of Massachusetts, Amherst).
- Through four editorials, placed emphasis on what journal citations mean; where *MISQ* stands as of the middle of my term in office; whether top journals have a collective personality and how this affects authors; and authorship trends at *MISQ*.
- Approved 2 new special issues on (1) sociomateriality and (2) critical realism. Two *MISQ* SEs assisted in this effort.
- Invited leading scholars to write “Research Commentaries” on latest advances in research methodology; of the five invited scholars who submitted papers, three have now had their papers accepted. These include Rick Bagozzi (Michigan); Phil Podsakoff (Indiana); and Adamantios Diamantopolous (University of Vienna).
- Encouraged papers in exciting new areas of theory and method through attendance at the NeuroIS conference held in Philadelphia, Pennsylvania, at Temple University in September, 2010. The reference disciplines for this subfield are neuroscience, economics, and marketing and a neuroscience paper has been submitted to our “Research Essay” category.

- Keynoted IACe-Technology Conference 2010 in Kuwait City, Kuwait; keynoted PACIS 2010 Conference in Taipei, Taiwan; keynoted International Conference on Entrepreneurism, Naples Italy; keynoted 2010 International Conference on e-Business, Shanghai Jiaotong University, China; attended ECIS 2010, AMCIS 2010, PACIS 2010, and ICIS 2010.
- Represented *MISQ*, gave presentations, and shared ideas about submitting manuscripts at the following universities: University of Texas (Arlington, TX); Case Western Reserve University (Cleveland, OH); University of Strasbourg (Strasbourg, France); Florida Institute of Technology (Melbourne, FL); Bentley University (Boston, MA); University of Sydney (Sydney, Australia); Australian National University (Canberra, Australia); Curtin University of Technology (Perth, Australia); University of Agder (Kristiansand, Norway); City University (Hong Kong, China); National Sun Yat-Sen University (Kaohsiung, Taiwan); Temple University (Philadelphia, PA); University of Georgia (Athens, GA).

Tactical Initiatives 2010

- Handled more papers as SE than any other SE on our board. To determine workload, we use the metric of “touches.” This means that every time an editor works with a paper, either as an initial submission or as a revision or resubmission, we count that as one “touch.” By this metric, my workload is the highest among sitting or Emeritus SEs.
- Handled several alleged plagiarism cases.
- Hosted and facilitated ICIS Awards luncheon; Editorial Board meeting at ICIS; SE meeting at ICIS.

Strategic Initiatives 2009

- Appointed outstanding SEs. In alphabetical order, they are Ang, Soon (Nanyang Technological University); Kohli, Rajiv (College of William & Mary); Rivard, Suzanne (HEC); Sarkar, Suprateek (Copenhagen Business School); Urquhart, Cathy (University of Auckland); Zahedi, Mariam (University of Wisconsin, Milwaukee). Our two editorial boards now have about a third of their memberships from outside North America, this percentage being raised with new appointments in the fall of 2009. Several AEs appointed will start in July of 2010 rather than January.
- Appointed outstanding new AEs. In alphabetical order, they are Ahuja, Manju (University of Louisville); Chatterjee, Samir (Claremont Graduate University); Chau, Patrick (University of Hong Kong); Gray, Peter (University of Virginia); Higgins, Chris (University of Western Ontario); Klein, Gary (University of Colorado, Colorado Springs); Mahring, Magnus (Stockholm School of Economics); McKnight, Harrison (Michigan State University); Pawlowski, Suzanne (Louisiana State University); Yoo, Youngin (Temple University).
- Through four editorials, placed emphasis on upward spirals for the profession and in reviewing papers; encouraging IS scholars to focus on citations as an indication of a journal’s quality rather than rejection rates. The point of this latter initiative is to move away from the “majority vote” approach to paper reviewing and to embrace a more editorially-directed process. Editors are appointed to make good decisions about papers. They need to supplement their judgment with review team input, but not substitute this input for their own judgment. Am pushing for a wider acceptance of the value that a journal brings to the scholarly community in publishing highly citable papers.
- Coauthored (with Chad Anderson) “Journal Forced Self-Citation” for Editor Paul Gray’s recent set of articles (2009) on this topic for *CAIS*. In this article we produced empirical evidence that journals citing themselves had some small effect on the overall rankings of business school journals in Reuters’ Journal Impact Factors (JIFs). Whereas journal self-citation is not ethically or socially desirable, especially when it is forced, it currently has a slight effect

on the ordering of journal impact. The danger is present that gaming the system could undermine this form of journal ranking, however.

- Approved three new special issues on (1) digital service innovation; (2) digital business strategies; and (3) business intelligence. One more special issue on IT and environmental sustainability were approved by March, 2010. Two *MISQ* SEs assisted in this effort.
- Invited leading scholars to write “Research Commentaries” on latest advances in research methodology; four invited scholars submitted papers for refereeing. These include Rick Bagozzi (MIT); Phil Podsakoff (Indiana); Ken Bollen (UNC, Chapel Hill); Adamantios Diamantopolous (University of Vienna).
- Encouraged papers in exciting new areas of theory and method through attendance at the NeuroIS conference held in Gmunden, Austria, in September, 2009. The reference disciplines for this subfield are neuroscience, economics, and marketing and I am encouraging the attendees to submit papers for our “Research Essay” and “Theory and Review” categories.
- Keynoted ECIS 2009 conference in Verona, Italy; keynoted the 2009 CNAIS (Chinese chapter of AIS) Conference in Xi’an, China; keynoted IS Security Conference in Capetown, South Africa; keynoted the IS Colloquium, City University of Hong Kong; attended ECIS 2009, AMCIS 2009, and ICIS 2009.
- Represented *MISQ*, gave presentations, and shared ideas about submitting manuscripts at the following universities: Brigham Young University (Provo, UT); University of Paris, Dauphine (Paris, France); University of Strasbourg (Strasbourg, France); Clemson University, Clemson SC); Temple University (Philadelphia, PA); Tsinghua University (Beijing, China); Xidian University (Xi’an, China); University of Dayton (Dayton, OH); University of Georgia (Athens, GA); United Arab Emirates University (Al Ain, UAE); Baruch College (New York, NY); University of Memphis (Memphis, TN).
- Formulated, with assistance of SEs, new special issues policy.

Tactical Initiatives 2009

- Handled more papers as SE than any other SE on our board.
- Managed successful transition from the old email-based *MISQ* document handling system to the Manuscript Central online system. We continue to make choices that will optimize this system for authors and review teams.
- Handled one alleged plagiarism case.
- Hosted and facilitated ICIS Awards luncheon; Editorial Board meeting at ICIS; SE meeting at ICIS.

Strategic Initiatives 2008

- Appointed outstanding SEs.¹ In alphabetical order, they are Barki, Henri (HEC Montreal); Gregor, Shirley (Australian National University); Gurbuxani, Vijay (UC, Irvine); Henfridsson, Ola (Viktoria Institute); Hevner, Alan (University of South Florida); Iivari, Juhani (Oulu University); Kemerer, Chris (University of Pittsburgh); Morris, Mike (University of Virginia); Valacich, Joe (Washington State University).

¹Please note that most of these appointments were in the fall of 2007. I handled the process with then EIC Carol Saunder’s cooperation and approval.

- Appointed or reappointed outstanding AEs. In alphabetical order, they are Ba, Sulin (University of Connecticut); Belanger, France (Virginia Polytechnic Institute); Brinkkemper, Sjaak (Utrecht University); Burton-Jones, Andrew (University of British Columbia); Butler, Brian (University of Pittsburgh); Chan, Hock Chuan (National University of Singapore); Chiasson, Mike (Lancaster University); Davison, Robert (City University of Hong Kong); Dibbern, Jens (University of Mannheim, Germany); Ferratt, Thomas (University of Dayton); Gable, Guy (Queensland Tech); Gefen, David (Drexel University); Jiang, James (University of Central Florida); Johnston, Robert (University of Dublin); Krishnan, M. (University of Michigan); Lee, Jae-Nam (City University of Hong Kong); Malhotra, Arvind (UNC, Chapel Hill) Oh, Wonseok (McGill University); Pavlou, Paul (Temple University); Puroo, Sandeep (Penn State University); Smith, Mike (Carnegie-Mellon University); Thompson, Ron (Wake Forest University); Trauth, Eileen (Penn State University); Vaishnavi, Vijay (Georgia State University); Wasko, Molly (Florida State University); Weber, Bruce (London Business School).
- Through four editorials, placed new emphasis on the proactive seeking out and publication of good and great research rather than rejecting papers (continuation and expansion on former EIC Carol Saunders' theme of developmental reviewing).
- In speeches and talks, encouraged scholars in design science and economics of information systems to submit to *MISQ*.
- Approved three new special issues on (1) security, (2) trust, and (3) business value cocreation. Two *MISQ* SEs assisted in this effort.
- Keynoted PACIS 2008 in Suzhou, China; keynoted Conf-IRM 2008 in Niagara Falls, Ontario; the International Arab Conference on e-Technologies in Amman, Jordan; attended ECIS 2008, AMCIS 2008, PACIS 2008, and ICIS 2008.
- Represented *MISQ*, gave presentations, and shared ideas about submitting manuscripts at the following universities: University of Pittsburgh (Pittsburgh, PA); Georgia Institute of Technology (Atlanta, GA); Washington State University (Pullman, WA); City University (Hong Kong, China); Fudan University (Shanghai, China); Korea University (Seoul, Korea); Huazhong University of Science & Technology (Wuhan, China); Xi'an Jiaotong University (Xi'an, China); William & Mary College (Williamsburg, VA); Addis Ababa University (Addis Ababa, Ethiopia); Temple University (Philadelphia, PA); Texas Tech University (Lubbock, TX); Michigan State University (Lansing, MI); University of Texas, Austin (Austin, TX).
- Removed generations of accumulated policies on the website regarding what *MISQ* does or does not publish.
- Formulated new conflict of interest policy.
- With extensive input from SEs, formulated new mission statement.

Tactical Initiatives 2008

- Managed a score of Issues & Opinions submissions plus a host of regular research articles.
- Managed transition from homegrown reviewing system to Scholar One's Manuscript Central. Significantly changed about 100 email messages automatically generated by the system and set up parameters to optimize *MISQ*'s processes.
- Wrote documents describing in detail the roles of SE, AE, reviewer, and author. These are presumably helpful to those who are reviewing or authoring for us for the first time.

- Changed manuscript formatting for submissions away from antiquated placing of tables and figures at end of manuscript to embedding them, a capability of modern word processing that should be fully utilized. This should reduce the frustration level for the review team of constantly turning to the end of the paper to find out what they need to know.
- Rewrote categories of *MISQ* papers and *desiderati* for each category.
- Added “Research Commentaries” category as vehicle for leading scholars to share their latest thinking.
- Enhanced evaluation form based on empirical evidence of four major criteria: (1) conceptual significance; (2) practical significance; (3) planning and execution of research; and (4) presentation of research findings.
- Handled several alleged plagiarism cases.
- Hosted and facilitated ICIS Awards luncheon; Editorial Board meeting at ICIS; SE meeting at ICIS.