

PROMOTION RECOMMENDATION
The University of Michigan
Stephen M. Ross School of Business

Nigel P. Melville, assistant professor of business information systems, Stephen M. Ross School of Business, is recommended for promotion to associate professor of operations and management science, with tenure, Stephen M. Ross School of Business.

Academic Degrees

PhD	2001	Information Systems, University of California, Irvine
MS	1990	Electrical and Computer Engineering, University of California, Santa Barbara
BS	1988	Electrical Engineering, University of California, Los Angeles

Professional Record:

2005-Present	University of Michigan, Stephen M. Ross School of Business Assistant Professor of Business Information Systems
2001-2005	Boston College, Carroll School of Management Assistant Professor

Summary of Evaluation:

Teaching: Professor Melville's teaching has been commendable. He has taught well in the BBA, MBA and PhD programs; his teaching evaluations in the MBA core courses have been much higher than the students' interest in the class; and he has created an innovative elective that is attracting more students each time he teaches it. We feel he is a good, flexible, innovative teacher who will continue to grow and serve the school well. Professor Melville created both an MBA and a BBA version of his Service Innovation Management class. He demonstrated innovation by bringing an IDEO team from industry to work with the students on action-based projects. The course was quite well received by BBAs. We appreciated his efforts as an assistant professor to go through the process of creating an entirely new class and then to package it differently for different programs. We expect that he will continue to apply his creativity and efforts to all of the programs as the school requires. Professor Melville has also been on the dissertation committee for five doctoral students. He has taught well-received PhD seminars and has been an active participant in the intellectual life of the department.

Research: Professor Melville's research meets many requirements that one might look for in an academic — it is on an important topic; it defines an emerging research area; it is very widely cited; it appears in highly ranked journals; it involves the application of a variety of research methods; and it speaks to the communities of both research and practice. We were pleased to see that the external reviewers felt as strongly as we do about his case. He does significant research that reflects well on himself and on the school.

Professor Melville has done an exceptionally good job of getting his work into the best journals in IS. He has twelve significant IS publications, all of this contained within a body of work that contains thirteen other publications in a variety of outlets (conference papers, book chapters, *etc.*) Professor Melville's quite substantial pipeline (including works in preparation), as one of the reviewers stated, "is a signal of his continued commitment to scholarship." He has also had two conference papers accepted since his packet was submitted (*WISE 2011* and *HICSS 2012*).

If one is looking for an author to have one signature paper that has broad appeal and impact, Professor Melville has one with his *MISQ 2004* paper. This is a paper that everyone in the field that we know of

refers to and ensures that his/her PhD students become familiar with. While it is nice to have an existing place in the literature, with the *MISQ 2010* paper it appears that Professor Melville has staked a claim for leadership in the coming decades in another field as well — IT and Sustainability.

It is reasonable to expect that his work will only become more important and more visible in the coming decades. Professor Melville's record shows that he has the ability to pick important research topics, the clarity of thought to lay the important theoretical groundwork, and the technical ability and focus on detail to do the empirical research that validates (or not) his theories. This is a powerful combination.

Recent and Significant Publications:

Fichman, R., and Melville, N., 2011, "Strategic Innovation Mindfulness and the Returns to IT Innovation: Empirical Analysis of U.S. Manufacturing Plants," under review.

Melville, N., and McQuaid, M., 2011, "Generating Shareable Statistical Databases for Business Value: Multiple Imputation with Multimodal Perturbation," (forthcoming *Information Systems Research*), pps. 1-16.

Chwelos, P., Ramirez, R., Kraemer, K., and Melville, N., 2010, "Does Technological Progress Alter the Nature of Information Technology as a Production Input? New Evidence and New Results," *Information Systems Research*, Vol. 21, No. 2, pps. 392-408.

Melville, N., 2010, "Information Systems Innovation for Environmental Sustainability," *MIS Quarterly*, Vol. 34, No. 1, pps. 1-21.

Melville, N., Kraemer, K., and Gurbaxani, V., 2004, "Information Technology and Organizational Performance: An Integrative Model of IT Business Value," *MIS Quarterly*, Vol. 28, No. 2, pps. 283-322.

Service: Professor Melville has served the field and department very well. He has achieved significant editorial posts for an untenured professor. Further, he has always attended and participated in departmental activities, meetings, committees, and various special task forces. Professor Melville was guest editor for an *MISQ* special issue on "Information Systems and Environmental Sustainability." As noted by one reviewer, this is "quite an honor for an untenured researcher." Also, conditional on a successful tenure decision, he has been invited to serve as an associate editor of *MISQ*. He has previously been an associate editor for an *MISQ* special issue and a guest associate editor for the *Journal of the AIS* (the IS academic community's association). Recently, two workshops were held here at the Ross School and Professor Melville was co-chair for each — the national IT Teaching Workshop and the Big 10 IS Research Symposium. Note that one was about teaching and the other about research; he has worked to develop strength and contacts in each. All of the above is in addition to the activities that one would hope to see on his C.V. — referee for several journals, participant in tracks as discussant, and track chair at multiple conferences. Here in the Ross BIT department, Professor Melville was a consistent and reliable participant in departmental activities. He was on our departmental MBA curriculum review committee, and was our representative to the Doctoral Student Committee for a year. He also did all of the miscellaneous other activities that faculty are periodically asked to do, such as commencement representation and being a guest speaker at special events for undergraduates and alumni.

External Reviewers:

Reviewer A: "...I note that overall his record represents substantial scholarly contributions... The healthy pipeline of research-in-progress is a signal of his continued commitment to scholarship. ...his work is of high quality and makes significant contributions to the theory and practice of information technology. I am also impressed with the programmatic and coherent nature of Professor Melville's portfolio: rather than studying a series of unrelated phenomena, each paper builds upon prior work and

generates new questions for further work. This is an important characteristic for a [junior] scholar's work to have an impact, and I believe Professor Melville has been successful in doing that. I have used this paper ('Information Technology and Organizational Performance') in my own work and require it as reading in my doctoral seminar on IT strategy. ...his service activities demonstrate a commitment to be engaged in and give back to the profession. ...I strongly support Professor Melville's case for promotion and tenure at the Ross School of Business."

Reviewer B: "In my opinion, he has definitely enriched the area of IT value research by bringing dimensions that are continuing to grow the research scope within this sub-area of IS research. His new research on environmental impacts and role of technology is timely... Professor Melville is taking a lead in this area and it's likely that this work will have significant impact in the future."

Reviewer C: "In the area of research, Dr. Melville has made significant contributions to the field with a focus on information systems and organizational performance – arguably the most core and critical research domain within IS. ...relative to all untenured IS scholars worldwide, he ranks second in terms of the quantity of publications... This is truly an outstanding accomplishment... I was also impressed by the use of his own articles...and self-developed case studies in his classes. This further exemplifies the relevance of his research and his willingness to engage students in experiential learning. ...he has performed significant service roles to the profession through his work as a reviewer and editor for several top journals. In my estimation, Nigel Melville is one of the highest performing and most balanced contributors in the entire field of information systems. I have no doubt that he would be promoted to the rank of Associate Professor with tenure at..."

Reviewer D: "...Nigel's 2004 paper makes a strong and important contribution. This article has been highly influential in shaping the research on IT business value, and has been cited over 900 times... Overall, I find Nigel's research to be both systematic (which is good) and relevant. It is admirable how he laid out propositions in an early conceptual paper, and then systematically evaluated them empirically in subsequent studies. Very nice! I wish I were this organized in my own research. Nigel's productivity in top ranked journals is strong. Nigel...has received strong teaching ratings at all levels. ...he is an active contributor to his department, university, and academic community. In sum, my review of Professor Nigel Melville's packet suggests that he is a promising and emergent scholar who has already made several important contributions to the IS field, and I believe that he is well positioned to contribute strongly in the future and will increase in stature both nationally and internationally. His record of scholarship would justify the granting of tenure and promotion to Associate Professor at leading business schools..."

Reviewer E: "...I believe he deserves to be promoted based on the quantity, quality, and potential of his research portfolio, along with his teaching performance and his service to the school and community. Nigel's work...has made several nice contributions... His work has also helped to open a new line on inquiry related to the impact of the industry competitiveness on IT productivity within the firm. Nigel's second area of research relates to the impact of IT innovations on environmental sustainability. ...I believe this line of inquiry has a great deal of potential to impact both the academic and policy communities. ...Nigel's leadership in this area is readily apparent... Nigel has hit his stride, and is likely to continue to be successful in publishing his work... ...I note from the packet that Nigel has an average teaching evaluation score of 4.5 out of 5... ...I would conjecture that this is well above the mean, representing an impressive teaching record for a junior faculty member. ...Nigel's service to the community...is above threshold for promotion to the tenured associate level."

Reviewer F: "...his record touts 5 'A' or premier journal hits with a solid set of portfolio, highly ranked accompanying journals. Impressive by almost any standard. He is a solo author, the first of two authors, and the first of three authors on numerous of these, clearly demonstrating his intellectual leadership. The

Melville (2010) article in *MISQ* on sustainability is destined to become one of the most heavily cited pieces in this nascent literature. ...I have never seen so many citations for someone so relatively new to the field. His pipeline is impressive with numerous papers under review and others under preparation. This speaks volumes about the likelihood of future performance. There is little doubt in my mind that Dr. Melville would win tenure and promotion at the... The committee should take especial note that no IS faculty receiving tenure in recent years in the top-5 US business schools have previously had as many 'A' pubs as Dr. Melville... With his record, he would surely be attractive to many schools... Michigan is fortunate to have him on faculty and I would hope that you would conclude after your deliberations that he is deserving of being tenured and promoted this year."

Reviewer G: "...Professor Melville's academic contributions to date are notable and wide ranging. Clearly, Professor Melville has sought to contribute at many levels as an academic, not simply acquiring a prestigious research publication record. The bio further documents professional and service activities that go well beyond what one would ordinarily find from most assistant professors, suggesting an admirable engagement in a variety of important activities and worthy endeavors."

Reviewer H: "Nigel's work...has greater applicability than most researchers in the IS field. Nigel's most heavily cited paper (*MISQ*-2004) ...is an outstanding contribution and has come to be regarded as an essential reference... This paper is at least a triple and perhaps a home run for Nigel. ...the track record and productivity are substantial, and variety and originality are evident. The prominence that Nigel has achieved is impressive. ...Nigel' is contributing to several streams of research in IT management that are profound and valuable. ...I find Nigel's record, pipeline, and plans in the statement he provided to be very encouraging. Nigel's impact on practice will continue to grow as he broadens his audience from fellow researchers to technology industry executives. Nigel would be promoted at ... in my opinion. ...I would hire Nigel in a flash..."

Summary of Recommendation:

We strongly support Professor Melville's application for tenure. He has met the requirement for excellence in research while also performing as a very good teacher and completing any service requirements placed on him. He has been a valuable and important member of the business information technology area since he started here, and we have every belief that he will continue to be so in the future. With this in mind, the Executive Committee and I strongly recommend Nigel Melville for promotion to associate professor of operations and management science, with tenure, Stephen M. Ross School of Business.



Alison Davis-Blake
Edward J. Frey Dean of Business
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