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EDUCATION

Doctor of Philosophy

Business Administration – Information and Decision Sciences
University of Minnesota, Carlson School of Management

Dissertation Topic

A Social Capital Perspective on Communication, Technology Use and Individual Outcomes
in Distributed Teams

Dissertation Committee

Mani Subramani (Primary Advisor, Information and Decision Sciences)
Gordon B. Davis (Committee Chair, Information and Decision Sciences)
David Knoke (Sociology)
Harry Sapienza (Strategic Management and Organization)

Masters of Business Administration, 2000

Bloch School of Business, University of Missouri-Kansas City

Bachelor of Science (Information Systems), 1980

School of Business, Virginia Commonwealth University, Richmond, VA.

PROFESSIONAL EXPERIENCE

Butler University, College of Business Administration, Indianapolis, IN

Assistant Professor of Management Information Systems, 2006-Present.

American Family Insurance, Information Services (I/S) Department, Madison, WI.

American Family is the nation's eighth largest property and casualty insurer. The Information Services department's primary location is in Madison.

I/S Retail Consultancy Manager, (Kansas City) 1998-2001.

-- Establish a new department within the I/S Division to serve the technology needs of internal clients in three operational regions. Retail consultants assist clients in determining the business requirements of requested technology.

I/S Development Manager, (Kansas City) 1995-1998.

-- Develop and implement a decentralized office for application development, the first such office in American Family. Establish processes to facilitate communication between remote staff and the centralized I/S department. Hire and train personnel. Manage the multiple projects assigned to personnel.

I/S Development Supervisor, (Madison, WI) 1989-1995.

-- Directly supervise eleven staff members responsible for the support and development of Casualty policy processing systems which handle over 3.0 million active policies with 3000 daily on-line users. Coach, direct, and support an additional pool of 50 programmer analysts supporting the same systems.

I/S Development Specialist, 1988-1989
I/S Sr.Development Analyst 1986-1988.

Ethyl Corporation, Corporate Data Processing Department, Richmond, VA. Sr. Program Analyst, 1984-1986. Program Analyst, 1982-1984. Programmer, 1980-1982.

TEACHING EXPERIENCE

Teaching

- Information Management (Undergraduate core course), Aug. 2006-Present, College of Business Administration, Butler University.
- Data Networks and Communication (Undergraduate elective), Aug. 2006-Present, College of Business Administration, Butler University.
- Information Systems for Business Processes and Management (Undergraduate core course-two sections), Sept 2004-Dec 2004, Information and Decision Sciences, University of Minnesota.

Teaching Assistant

- Internet Technologies (MBA), Mar 2004-May 2004, Information and Decision Sciences, University of Minnesota (Professor: Dr. Gedas Adomavicius)
- Managing Information Technologies (MBA), Jan 2004-Mar 2004, Information and Decision Sciences, University of Minnesota (Professor: Dr. Mani Subramani)
- Knowledge Management (MBA), Oct 2003-Dec 2003, Information and Decision Sciences, University of Minnesota (Professor: Dr. Mani Subramani)
- Managerial Decision Making (MBA), Aug-Oct 2003, Information and Decision Sciences, University of Minnesota (Professor: Dr. Shawn Curley)
- Information Technology Management (MBA-Required), Aug-Dec 2002, Information and Decision Sciences, University of Minnesota (Professor: Dr. Fred Riggins)
- Managing Organizational Information Resources (MBA) Mar-May 2002, Information and Decision Sciences, University of Minnesota (Professor: Dr. Weidong Xia)
- Management of Information Systems Development (MBA) Jan-Mar 2002, Oct-Dec 2001, Information and Decision Sciences, University of Minnesota (Professor: Dr. Weidong Xia)
- Enterprise Technology (MBA) Aug-Oct 2001, Information and Decision Sciences, University of Minnesota (Professor: Dr. Baba Prasad)

TEACHING INTERESTS

- Information Systems Management
- Data Networks and Communication
- Knowledge Management
- Managerial Decision Making

RESEARCH EXPERIENCE

Research Assistant

- Technology and Organizational Roles, The Impact of Roles and Social Capital, Carlson School of Management, University of Minnesota, Dr. Mani Subramani (supervisor). Spring 2001-Spring 2005.
- Key Organizational Issues and Practices in Project Management, Joint Survey of Project Managers by Project Management Institute of Minnesota and Carlson School of Management, University of Minnesota, Dr. Carl Adams and Dr. Weidong Xia (supervisor), co-investigators. Fall 2001-Fall 2002.

Research Consultant

- Telework Consortium, Herndon, Virginia: A nonprofit group supported through federal funding, established to research telework technologies and issues. Duties: Develop data collection instruments, conduct interviews,

analyze data, prepare reports for telework pilots being conducted. Dana Dolan, Director of Research (supervisor). Spring 2004-Fall 2004.

RESEARCH INTERESTS

- Impact of Technology on Individual and Organizational Communication
- Distributed Work and Virtual Teams
- Knowledge Management
- Management of Information Systems Resources
- Technology and Organizational Structure

PUBLICATIONS

Arling, Priscilla. "Redefining and Measuring Virtual Work in Teams: An Application of Social Network Analysis." *Proceedings of the Fortieth Annual Meeting of the Hawaii International Conference on Systems Sciences, 2007.*

Arling, Priscilla and Subramani, Mani. "Leveraging Social Networks and Team Configuration to Enhance Knowledge Access in Distributed Teams". *Proceedings of the Sixty-fifth Annual Meeting of the Academy of Management, 2006.* Winner: Best Paper Award.

Arling, Priscilla and Subramani, Mani. "Being There vs. Being Wired: The Effect of Co-Location on Social Capital in Distributed Teams". *International Conference of Information Systems, December 2005.*

Arling, Priscilla. The Impact of Telework on Performance: A Social Network Approach. *Proceedings of the Americas Conference on Information Systems, August 2004.*

Dolan, D. and Arling, P. Loudoun Magazine Telework Pilot: One-Month Preliminary Findings. *Congressional Record: House Committee on Government Reform: Hearing on Telework Programs and Policies in the Federal Government.* July 8, 2004.

Arling, Priscilla. The Hidden Value of IT (book review). *International Journal of Electronic Commerce and Business Media.* May 2003. Vol 5(1).

WORKING PAPERS

Arling, Priscilla and Subramani, Mani. "Virtually Being There: Social Capital and Individual Performance in Distributed Teams". Under journal review.

Brown, S., Dennis, A., Arling, P. and Gant, D. "Knowledge Sharing and Digital Network Avoidance: The Role of Knowledge Type and Social Networks in Bypassing the Digital Network". Under journal review.

Arling, Priscilla and Subramani, Mani. "Leveraging Technology, Communication and Social Capital to Improve Individual Performance in Distributed Teams." Under informal review.

Dolan, D. and Arling, P. "Applying Virtual Work Lessons: Optimizing Collaboration for Competitive Advantage". Working Paper.

Arling, Priscilla and Subramani, Mani. "Social Networks and Knowledge Access in Distributed Teams". Working paper.

PRESENTATIONS

- Face-to-Face and Electronic Social Capital and Performance. International Sunbelt Social Network Conf., April 27, 2006.
- Communication in Distributed Teams. MISRC Seminar Series, April 7, 2006.
- Social Network and Team Configurations in Distributed Teams. MIS Research Center Workshop, February 10, 2006.
- Technology, Communication and Performance in Distributed Teams. SIM Academic Workshop-Las Vegas, Dec. 9, 2005.
- Managing Your Social Capital. Association for Women in Computing-Twin Cities Chapter. March 16, 2005.
- Communication and Social Capital in Your Job. Continuing Education Credit Session for the Minnesota/Wisconsin Chapter of Medical Transcriptionists. November 20, 2004.
- Technology, Communication and Performance. Loudoun Economic Summit. Herndon, VA. October 1, 2004.
- Social Networks, Social Capital and the IT Artifact. Big Ten Research Symposium. Michigan State University, Lansing, MI. April 2004.
- Managing the Firm's Social Capital: Telework and Performance. MIS Research Center Workshop, Carlson School of Management, April 2004.
- The Impact of Telework on Social Relations and Performance. PhD BrownBag session, University of Minnesota, IDSc department, February 2004.

PROFESSIONAL MEMBERSHIP

- Academy of Management
- Association for Information Systems
- Association for Computing Machinery
- Institute for Operations Research and Management Science (INFORMS)

ACADEMIC AWARDS and SERVICE

Awards

- University of Minnesota Graduate School Doctoral Dissertation Fellowship for 2005-2006
- Carlson School of Management Doctoral Dissertation Fellowship for 2005-2006
- Paul Goldsborough Research award 2005-2006.

Doctoral Consortiums and Symposium Honors

- Americas Conference for Information Systems Doctoral Consortium, August 2005.
- Academy of Management, Organizational Communication and Information Systems Doctoral Consortium, August 2005.
- Big Ten Information Systems Research Symposium, East Lansing, MI, April 2004.

Committees

- MIS Task Force, Butler University, Fall 2006-Present.
- Representative, Student Advisory Group for Director of Graduate Studies, Carlson School of Management, University of Minnesota, Fall 2002-Fall 2003.

Reviewer

- Information Systems Research Journal (ad-hoc)
- MIS Quarterly Journal (ad-hoc)
- America's Conference on Information Systems (AMCIS)
- International Conference on Information Systems (ICIS)
- Hawaii International Conference on Systems Sciences (HICSS)

Facilitator

- Issues in Outsourcing, Group Breakout Discussion, Management Information Systems Research Center (MISRC) Seminar, Fall 2003.

Other

- Planning assistant, Symposium to honor Gordon B. Davis (planned for May 2005)
- Participant, Twin Cities Knowledge Management Forum (2003-2006)