

CURRICULUM VITAE

GROVER C. WALTERS, DBA
2024

Personal Details

Provided on request.

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Degrees Obtained

Doctor of Business Administration, 2017-2019

University of South Florida Muma College of Business

Program: Information Technology

Emphasis of Study: Business Informatics; Artificial Intelligence; Learning Technologies

Dissertation Title: Evaluating Conversation Agent Impact on Student Experience in a Distance Education Course

Master of Science, 2009-2011

Florida Institute of Technology

Program: Information Technology

Emphasis of Study: Business Informatics

Bachelor of Science, 1998-2003

University of South Carolina Upstate

Program: Computer Science

Summary of Expertise

- Facilitated Face-to-Face/Online/Hybrid/Inverted/HyFlex classroom approaches where appropriate. Primary LMS – Blackboard (sample sites available). Well acquainted with capture/editing technologies to produce concise video lectures. Use Storyline software to develop interactive slide sets for online delivery via Blackboard Learn as a SCORM package. Utilizing Storyline 2 allows me to build in quizzing and remediation—functionality traditional packages and LMS(s) do not currently offer or perform well
- Expansive experience (as practitioner and academic) in the information technology discipline
 - Computer Programming – VB.net, Objective-C (iOS Development)
 - Business Informatics – Multiple Platforms (Mobile/Imbedded, Desktop, Server – Physical and Virtual Environments), Organizational Infrastructures, Data Modeling and Business Intelligence, Disaster Recovery, Soft-Skills Management, C-Level executive experience on a multi-national landscape, Strategic budgeting with COO and ROI, IT-Alignment prioritization and ownership strategies, Project Management, Security, ITIL and Customer Service
 - Business Informatics – OS Administration (Multi-Platform/Virtualization), Networking (LAN/WAN/SAN), Budgets, Project Management, Tactical Budget and Procurement Methodologies, Outsourcing (Analysis, Onboarding, S.L.A. Management), Incident Management Systems, Disaster Recovery and Continuity of Service, Security
- Participated in the 5 year “Step-Up” Quality Enhancement Plan (QEP) initiative. Developed strategies that foster and improve instructor-led self-study programs for students from a technology intensive perspective. (<http://www.uscupstate.edu/qep/default.aspx?id=39969>). I developed and presented workshops at two of the annual symposiums. And will present at the 2016 symposium as well
- Developed new courses for multi-modal delivery at the department of Informatics and Engineering systems

Teaching

Professional Teaching Experience

Assistant Professor of Informatics

2008 – Present (Adjunct 2008-2016, Instructor 2016-2022)

University of South Carolina Upstate

Spartanburg, SC

Undergraduate Level Courses Designed, Developed and Taught

INFO U101	Survey of Information Technology (traditional, hybrid, online)
INFO U102	Introduction to Digital Safety (traditional, hybrid, online)
INFO U303	Organizational Informatics and IT Platforms (traditional, hybrid, online)
CSCI U139	Visual Basic Programming (traditional, hybrid, online)
INFO U139	Introduction to Object-Oriented Applications (traditional, hybrid, online)
INFO U201	Information Management and Systems Concepts (traditional, hybrid, online)
INFO U325	Fundamentals of Relational Databases (traditional, hybrid, online)
INFO U421	Data Warehousing Technology (traditional, hybrid, online)
INFO U450	Executive IT Management (traditional, hybrid, online)
INFO U499	Senior Seminar (online)
INFO U762	Interoperability (hyflex)
INFO U796	Special Topics “Advanced Multi-Sided Platform Application Design”

2023-2024 Activities

Teaching

- Taught 2 courses in Summer 2023 (INFO U421 and INFO U139)
- Taught 5 courses in Fall 2023 (INFO U101, U303, U325, U450, MGMT U390)
- Taught 5 courses in Spring 2024 (INFO U139, U303, U450, U762, MGMT U390)
- Developed New Course INFO U762 – Interoperability
- Developed New Course INFO U445 - Computer Forensics
- Integrated NACE Competency Assessments to the following courses:
- INFO U450

- INFO U101
- INFO U303
- INFO U325
- Six nominations for 2024 Excellence in Teaching and Advising
- Taught mini-lecture - Admitted Students Day
- Advised 42 Students (Fully Registered)
- Advised/Tutored Student for INFO U441
- I consistently received positive feedback on my student opinion polls for my courses (3.6/4 or higher for useful feedback). One student said, “You have been an incredible educator and it is obvious that you care deeply about your students and their success.”

Scholarship & Creativity

- Involved Graduate Assistant for Lit Review - Assessment Frameworks - Large Language Models - Fall 2023
- Involved Graduate Assistant for Lit Review - Assessment Types (Human vs. GPT) - Large Language Models - Spring 2024
- Reviewed Local GPT LLM Models LocalGPT and GPT4All
- Work in Progress Lit. Review Assessment Factors - Local GPT
- Reviewed Informing Science Institute Article 9635 "How to Improve Data Quality to 2 Empower Business Decision-Making 3 Process and Business Strategy Agility in the 4 AI Age"
- Reviewed Informing Science Institute Article 10093 "Change in audit culture following the 2 introduction of AI into the profession: 3 How will Artificial Intelligence (AI) 4 impact audit culture?"
- Reviewed Informing Science Institute Article 10424 "Information and Communications Technology (ICT) and resilience of first-generation students compared to students with educated parents"
- Review Posters for USC Upstate Research Symposium
- Attended Academia Meets Practice (AMP) conference at University of South Florida

Service

University Service

- I served on Academic Affairs Committee for both the Spring and Fall.

Unit Service

- I was a member of Instructor of Logistics and Supply Chain Management search committee that resulted in the hiring of Dr. Berg.
- I was a member of Chair – Informatics and Engineering Systems search committee that resulted in the election of Dr. Fulbright.
- Made significant changes to HIM Web Site
- Made significant changes to Masters Program Web Site
- Made significant changes to IMS Web Site

Community Service

- I was Judge Captain and judged ~25 elementary school general science posters at the Piedmont Region III science fair.

2022-2023 Activities

Teaching

- Taught 1 course in Summer 2022 (INFO U421)
- Taught 3 courses in the Fall 2022 (INFO U303, U325, U450)
- Taught 3 courses in Spring 2023 (INFO U139, U303, U450)
- I consistently received positive feedback on my student opinion polls for my courses (3.7/4 or higher for useful feedback). One student said, “Dr. Walters was very responsive to emails asking questions sent directly to him. His course materials were very easy to use, fun, and engaging. He took a hard subject and broke it down into small bits in an easy-to-learn way. He also provided positive feedback on all assignments.”
- I completed a significant redesign to INFO U450 in Summer 2022 so that it aligns with active learning and hybrid principles as presented by the Engaged Pedagogy and Hybrid Design Institute.
- Participated in Engaged Pedagogy and Hybrid Design Institute in Summer 2022.
- Participated in QEP Career Readiness FDI.
- I received three nominations for the 2023 CST Excellence in Teaching & Advising Award.
- Served as the QEP Career Readiness Integration Liaison directing efforts to include the QEP Career Readiness Roadmap and assessments in IES program curriculum.

Scholarly and Creative

- I reviewed article 9315 “Social Exchange Theory: Supporting Frameworks for Innovation” for Informing Science Institute - AMP (Academia Meets Practice AMP – 2023 conference)
- I attended Publishing in SoTL Workshop.
- I was invited to serve as a mentor for Doctor of Business Administration students at the University of South Florida. The mentee is Adam Smith.

- Continuing work in progress for research related to assessing student perceptions of intelligent agents in distance education.

Service

Unit Service

- I was **twice** an outside member of the Assistant Professor in Computer Science search committee that, despite best efforts due to weak candidate pools, did not result in a hiring.
- I served as a member of the Director of Graduate Studies search that resulted in hiring Deshia Breaux.
- I completed minor changes/maintenance to IES Web site.
- I advised 44 students (24 in the Fall 2022, and 20 in Spring 2023).

Professional Service

- I judged 2 posters in the SC Upstate Research Symposium.

Community Service

- I judged ~10 elementary school general science posters at the Piedmont Region III science fair.
- I consulted with Eylsian Magazine to direct their talent search activities for ITS activities.

2021-2022 Teaching and Service

- Reviewed one paper for ISI (Informing Science Institute, Journal)
- Served on TAPS committee
- Maintained/Updated IES Web site
- Volunteered Judge for Piedmont Regional III Science Fair
- Mentored students for other courses than those I am teaching.
- Wrote a new course for INFO U796 "Advanced Multi-Sided Platform Application Design"
- Worked on research in ML and virtual assistants for distance learning
- Attended all IES Meetings (virtually)
- Advised 16 Students for Summer/Fall 2022
- Received unsolicited feedback from students (outside of SOP)
- Nominated for 2022 CST Excellence in Teaching & Advising Award
- Member Math and Computer Science Assistant Professor Search (#2) Committee

2021-2022 Scholarly Activities

- Reviewed Muma Business Review article, 7946, "Informing Operations: evaluating the need to maintain complex process facility digital twins"

- Working on research in ML and virtual assistants. Working with Python-Based APIs to mimic commercial conversational agent systems like Alexa, Google Home, etc... Hope to build on my research evaluating conversational agent systems for distance learning.
- Attended and Reviewed Posters for 18th Annual SC Upstate Research Symposium

Non-Teaching Professional Experience

International ICT Technology Manager

2005 - 2016

DesleeClama (www.desleeclama.com, now BekaertDeslee)

Inman, SC

Deslee is an international manufacturer and distributor of premium mattress fabric and synthetic fibers with operations in Brazil, Belgium, Canada,

China, Estonia, Indonesia, Romania Singapore, Spain, South Africa and the United States.

Experience

Knowledge Sharing and Mentoring

Offered periodic sessions that assisted staff in the development of common skills in communication, conflict management, Microsoft Office Suite, Cognos Powerplay, and the global MRP initiative. The result of which fostered an environment that is lean and emphasizes teamwork.

Designed and implemented a knowledge portal and integrated with the MRP solution.

Team Building

Led and mentored a balanced a global team of system administrators, technicians, network leads, and managed services contractors.

Governance

Team managed a MRP operating on an Intel-based Windows platform with a very efficient 1650 client base accessing multiple portals globally. Worked closely with finance team to assist financial forecasting & analysis; similarly, with operations to ensure proper supply chain management. Moreover, conducted independent review of relative operations and standard operating procedures to ensure alignment with strategic and tactical goals.

Managed the introduction of the Progress DBMS platform.

SOA, IT-related projects for supply chain management and operations.

Maintained three WAN/LAN networks with 99% resource availability.

Applied typical budget analysis, user requirements, communication of project status, schedule development, and tracking methodologies to provide a rock-solid information technology infrastructure.

IS Procurement

Offered a complex rotation/depreciation schedule to fully maintain the most efficient use of both expensed and capital assets. Managed short and long term contracts for equipment and communications.

Project Management

Implemented a system whereby each project is a package containing a practical budget, charter, aggressive timelines/paths, and thorough post project audit policy. Some of the successful projects include:

- Stabilized Voice and Data Communications infrastructure.
- Introduce a new payroll provider and Time & Attendance software.
- Reduced overhead in order intake by leveraging Service Oriented Architecture (SOA).
- Standardized costs for both products produced in the United States and those imported.
- Provided a conduit between subcontractors and the production facilities for seamless data transactions greige and finished goods.
- Developed solutions to provide kiosks used at trade shows.
- Customized MRP to include a basic CRM package to support sales agents.
- Migration from Cognos BI to Microsoft SSAS platform.
- E-mail - Cross-forest upgrade and migration to centralized Exchange 2010.
- Physical to Virtual implementation at core sites in North America, Europe, Latin America and Asia.

Practitioner Contribution

Control Costs

Established objectives and effective policies for resource management that assisted in decreasing indirect costs by 16%. Implemented cost-savings plan to reduce communications costs by 28% in the first year.

Analyzed direct costs to determine data integrity errors from deficiencies in both the management and operation of legacy systems. Results yielded 8% increase to contribution margin.

Warehouse Inventory Management

Offered a holistic analysis of procedures that established better controls at the warehouse dock and software changes that reduced the error in inventory from 12% to below 1%.

Develop and implement programs to ensure growth, profit, and branding.

Authored a revolutionary system for the industry that facilitates order intake from three B2B Portals over a common application pool. Portals include Web Application, E-Mail exchange of Excel files and direct point-to-point communications between the customer's purchase order system and the MRP solution over the

previously mentioned common SOA repository. Based on the customer's needs they were given the opportunity to choose what portal or portal combination makes sense to their organization.

Leveraged collaboration features in mail system that cross-promote services, branding and products not only to customers but to the entire group worldwide.

Business Intelligence

Utilizing common tools such as MSSQL Server 2008 and the Cognos suite of applications, quality reporting was issued at the operational, administrative and strategic levels. Authored decision systems that proved effective in producing a lean, effective atmosphere necessary to provide agility in a competitive market.

Travel

Periodic trips to Belgium, Brazil, and Asia to oversee IT operations and advise staff accordingly.

IT and MRP Marketability

Instrumental in successfully reversing the negative bias against the MRP and European work standard. Now that both sides understand each other and the motivations behind the build, communications and productivity are operating at a greater level of efficiency.

Network Administrator

1997- 2005

Herald-Journal

(formerly A New York Times Company) -- Spartanburg, SC

A newsprint organization that serves the upstate of South Carolina.

Management

- Led initiatives that directly improved operational excellence in information technology
- Mentored peers to encourage new ideas in technology and information security
- Authored Business Plans - Backup - Contingency
- Provided ROI Estimation and Job Costing
- Planned department structure to manage multiple locations (bureaus)
- Managed workflow assignment delegation
- Utilized local college interns for client preventative maintenance and help-desk support

Software

- Developed a PDF workflow system for ad composition,
- VB/ASP
- Created a page tracking system for production,
- VB/ASP
- Designed and implemented a technical support intranet site that
- manages work orders, staff on-call, automatic server
- status updates. Integrated security with NT.40 and Active Directory.
- Provided an extension to current publishing system to
- upload rich text and xml for web publication. VB/ASP

- Led a team that provided a web portal and back-end that facilitated ad entry for the Carolina Homes real estate publication.

Skill Summary

Possess an in-depth understanding of emerging technologies and responsible for complex network deployments, budgets, policies, business analyst, auditing, cross-functional operations, and domestic, global, both strategic and tactical planning.

Core Management Competencies:

- Improve Productivity and Process Re-engineering
- Client Management
- Customer Service Perspective
- Team Leadership
- Project Management
- Staff Development (Mentoring)
- Client Needs Analysis
- Global Scope Initiatives
- Strategic Planning
- Payroll Management

Development

Languages/Methodologies:

- Progress 4GL
- Microsoft TSQL
- JScript, VBScript, SOA (Web Services - .NET, Java)
- VB6, VB.net, ASP.Net, ADO.Net, some PHP

Products/Platforms:

- Microsoft Windows family of servers and clients including virtualization.
- Microsoft Exchange Server build and management
- Linux/Unix Administration
- Intel/AMD based Hardware support
- MySql, MSSQL 2005/2008 Server, Progress 4GL/DBA, Access,
- Visual Studio.NET IDE
- Business Intelligence – Cognos Powerplay / Transformer, Data Warehouse Builds, BIDS,
- SSIS/SSAS development
- Virtualization – VMWare vSphere and related
- Cloud Services – Offsite-Backup – Fax Services
- Microsoft SharePoint – MRP Integration

Related Training

- IT Project Management
- Linux Administration
- Windows Server Family / Active Directory / Exchange
- SQL Server Analysis Services

Publications

Full Paper Refereed Proceedings

Walters, G. (2018, July). Evaluating the Effectiveness of Personal Cognitive Augmentation: Utterance/Intent Relationships, Brittleness and Personal Cognitive Agents. In *International Conference on Human Interface and the Management of Information* (pp. 551-571). Springer, Cham.

Fulbright, R., & Walters, G. (2020, July). Synthetic expertise. In *International Conference on Human-Computer Interaction* (pp. 27-48). Springer, Cham.

Walters, G. C. Pivotal Decisions in Outsourcing. *Muma Case Review*, 4, 001-029.