Olga Volkoff

Beedie School of Business
Simon Fraser University
Burnaby BC Canada
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Education

Ph.D Business Administration — Richard Ivey School of Business
2001 — The University of Western Ontario, Canada
Dissertation Title: A Grounded Process Model of Enterprise System Implementation

Master of Public Administration — School of Policy Studies
1994 — Queen's University, Canada

Master of Business Administration — Richard Ivey School of Business
1973 — The University of Western Ontario, Canada

Bachelor of Science — Department of Mathematics
1971 — University of British Columbia, Canada

Professional Experience

2016 – ongoing
Retired (Adjunct professor – Beedie School of Business, SFU))

2012 - 2015
Associate Dean – Faculty Development and Research, Beedie School of Business, SFU

2011 – 2016
Associate Professor, Beedie School of Business, SFU, Burnaby, BC
BUS 468 – Managing IS for Business Value (undergraduate)
BUS 362 – Business Process Analysis (undergraduate)

2005 – 2011
Assistant Professor, Faculty of Business Administration, SFU, Burnaby, BC
BUS 468 – Management Issues in Information Systems (undergraduate)
BUS 554 – Management Information Systems (graduate)
BUS 362 – Business Process Analysis and System Design (undergraduate)

2000 – 2005
Assistant Professor, Department of Management, WPI, Worcester, MA
MG 4720 – Systems Analysis and Design (undergraduate)
MG 573 – System Design and Development (graduate)

1996 - 1997
Sessional lecturer, Richard Ivey School of Business, UWO, London, Ontario
Bus 526 – Information Systems Management (MBA)

1981 - 1993
Partner and co-owner, Peter R. Richardson and Associates, business consultants

1977 - 1980
Adjunct lecturer, School of Business, Queen's University, Kingston, Ontario
Com 261 – Statistics for Business I (undergraduate)
Com 262 – Statistics for Business II (undergraduate)

1975 - 1976
Lecturer and research assistant, Iran Center for Management Studies, Tehran
Management Science (MBA)

1973 - 1975
Lecturer, Richard Ivey School of Business, UWO, London, Ontario

Refereed Journal Articles

Burton-Jones, A. and O. Volkoff, 2017, "How Can We Develop Contextualized Theories of Effective Use? A Demonstration in the Context of Community-Care Electronic Health Records", *Information Systems Research,* (28:3), pp. 468-489.

Bygstad, B., B.E. Munkvold, O. Volkoff, 2016, "Identifying Generative Mechanisms Through Affordances: A Framework for Critical Realist Data Analysis", *Journal of Information Technology,* (31:1), pp. 83-96.

Strong, D.M., O. Volkoff, S. Johnson, L. Pelletier, B. Tulu, I. Bar-On, N. Kashyap, J. Trudel, L. Garber, 2014, "A Theory of Organization-EHR Affordance Actualization", *Journal of the Association for Information Systems,* (15:2), pp. 53-85.

Volkoff, O. and Strong, D.M., 2013, "Critical Realism and Affordances: Theorizing IT-Associated Organizational Change Processes", *MIS Quarterly,* (37:3), pp. 819-834.

Strong, D.M. and Volkoff, O., 2010, "Understanding Organization-Enterprise System Fit: A Path to Theorizing the IT Artifact", *MIS Quarterly*, (34:4), pp.731-756.

Volkoff, O., Strong, D.M. and Elmes, M.B., 2007, "Technological Embeddedness and Organizational Change, *Organization Science,* (18:5), pp. 832-848.

Volkoff, O., Strong, D.M. and Elmes, M.B., 2005, "Understanding Enterprise Systems-Enabled Integration", *European Journal of Information Systems,* (14:2), pp. 110-120.

Elmes, M.B., Strong, D.M. and Volkoff, O., 2005, "Panoptic Empowerment and Reflective Conformity in Enterprise Systems-Enabled Organizations", *Information and Organization*, (15:1), pp. 1-37.

Volkoff, O., Elmes, M.B. and Strong, D.M., 2004, "Enterprise Systems, Knowledge Transfer and Power Users", *Journal of Strategic Information Systems,* (13:4), pp. 279-304.

Strong, D.M. and Volkoff, O., 2004, "A Roadmap for Enterprise System Implementation", *IEEE Computer,* (37:6), pp. 22-29.

Volkoff, O., 2003, "Configuring an ERP System: Introducing Best Practices or Hampering Flexibility?", *Journal of Information Systems Education,* (14:3), pp. 319-324.

Volkoff, O. and Newson, E.F.P., 1999, "Nortel – Re-Inventing I/S", *Journal of Information Technology*, (14:3), pp. 277-286.

Volkoff, O., Chan, Y.E., and Newson, E.F.P., 1999, "Leading the Development and Implementation of Collaborative Interorganizational Systems", *Information and Management*, (35:2), pp. 63-75.

Refereed Conference Papers

Langarudi, S., D. Strong, K. Saeed, S. Johnson, B. Tulu, J. Trudel, O. Volkoff, L. Pelletier, L. Garber, I. Bar-On (2014). "Dynamics of EHR Implementations", *Proceedings of the 32nd International Conference of the System Dynamics Society*, July 20-24, 2014, Delft, Netherlands.

Volkoff, O., S. Bertels and D. Papania, "The Strategic Role of Information Systems in Supporting Sustainability", *Proceedings of the 17th Americas Conference on Information Systems,* August 4-7, 2011, Detroit, MI.

Strong, D.M., S. Johnson, I. Bar-On, B. Tulu, L. Pelletier, O. Volkoff, L. Garber, J. Trudel, "EHRs as an Agent of Change for Improving Health Care Delivery Processes", presented at the American Medical Informatics Association 2010 Annual Symposium.

Strong, D.M., O. Volkoff, S.A. Johnson, I. Bar-On and L. Pelletier, "Electronic Health Records and the Changing Roles of Health Care Professionals: A Social Informatics Perspective", *Proceedings of the 15th Americas Conference on Information Systems,* August 6-9, 2009, San Francisco, CA.

Strong, D.M. and O. Volkoff, "Enterprise Systems and Data Quality", Enterprise Systems Workshop at the *International Conference on Information Systems*, Dec. 8-12, 2007, Montreal, PQ.

Strong, D.M. and O. Volkoff, "Data Quality Issues in Integrated Enterprise Systems," *Proceedings of the International Conference on Information Quality*, Nov. 4-6, 2005, Cambridge, MA.

Strong, D.M., Volkoff, O. and Elmes, M.B. "ERP Systems and the Paradox of Control,"

Proceedings of the 9th Americas Conference on Information Systems, August 3-6, 2003, Tampa, FL, pp. 500-507.

Elmes, M.B., Strong, D.M. and Volkoff, O. "ERP Systems and the Dialectics of Visibility and Control," presented at Academy of Management Meeting, August 1-6, 2003, Seattle, WA

Volkoff, O. Strong, D.M., and Elmes, M.B. "Between a Rock and a Hard Place: Boundary Spanners in an ERP Implementation," *Proceedings of the 8th Americas Conference on Information Systems,* August 8-11, 2002, Dallas, TX, 958-962.

Volkoff, O. and Sawyer, S. "ERP Implementation Teams, Consultants, and Information Sharing", *Proceedings of the 7th Americas Conference on Information Systems,* August 2-5, 2001, Boston, MA, 1043-1045.

Strong, D.M., Volkoff, O. and Elmes, M.B. "ERP Systems, Task Structure, and Workarounds in Organizations", *Proceedings of the 7th Americas Conference on Information Systems,* August 2-5, 2001, Boston, MA, 1049-1051.

Volkoff, O. "Using the Structurational Model of Technology to Analyze an ERP Implementation", *Proceedings of the 5th Americas Conference on Information Systems*, August 13-15, 1999, Milwaukee, WI, 235-237 (best paper, ERP track).

Volkoff, O. "Enterprise System Implementation: A Process of Individual Metamorphosis", Academy of Management Meeting, August 6-11, 1999, Chicago, IL.

Volkoff, O. and Newson, E.F.P. "Nortel: Re-Inventing I/S", International Conference on Information Systems, December 13-16, 1998, Helsinki, Finland, pp. 387-389.

Volkoff, O. and Newson, E.F.P. "Exploring the World of Community Health Information Networks: Discoveries Prompted by the Application of Coordination Theory", *Proceedings of the Conference of the Administrative Sciences Association of Canada*, June 1-3, 1997, St. John's, Nfld, Canada.

Papers Under Preparation

Urquhart, C. and O. Volkoff "Opening Up the Arrow: Using Mechanisms to enable Theory-Building in IS", in preparation for MIS Quarterly.

Burton-Jones, A., O. Volkoff, L. Buhler, B Da Silva, and D. Jeske, "What is Truly Meaningful Use of Electronic Health Records", in preparation for *Health Affairs.*

Strong, D.M., S. Johnson, B. Tulu, L. Pelletier, I. Bar-On, M. McMullen, O. Volkoff, "A Multi-Level Process Model of Electronic Health Record System Adoption", under preparation for the *Journal of the American Medical Informatics Association*.

Volkoff, O. and Strong, D.M. "Managing an Enterprise System Enabled Organization: Balancing Conflicting Benefits", in preparation for *Sloan Management Review*.

Strong, D.M. and Volkoff, O. "Enterprise Systems and Data Quality", in preparation for *MIS Quarterly Executive*.

Book Chapters and Other Publications

Volkoff, O. and Strong, D.M. "Affordance Theory and How to Use it in IS Research", in Galliers, R.D. and Stein, M.-K. (eds.) *The Routledge Companion to Management Information Systems,* Abingdon, Oxon: Routledge, 2018, pp. 232-245.

Volkoff, O., Sterling, B., and Newson, E.F.P. "Getting your Money's Worth from an Enterprise System", *Ivey Business Journal*, Vol. 64, No. 1, 1999, pp.54-58.

Volkoff, O. and Newson, E.F.P. "Leading with Your CHIN: a Look at Community Healtl Information Networks", *Business Quarterly*, Vol. 61, No. 2, 1996, pp. 81-92.

Volkoff, O. "Environmental Policy-Making and Ontario's Mining Industry: A Study of Public Participation in the Policy Process", *CRS Perspectives*, Kingston, Centre for Resource Studies, July/August 1993, No. 45.

Teaching Materials

"Configuring an ERP System: Introducing Best Practices or Hampering Flexibility?". *Journal of Information Systems Education,* Vol. 14, No. 3, 2003, pp 319-324.

Developed	"Lipton Canada". Ivey Case and Publication Services: London, 1999, No.999E017 "Nortel: Re-Inventing I/S". Ivey Case and Publication Services: London, 1997, No. 9A97E001 "Building an Interorganizational system: the case of LARG*net," Ivey Case and Publication Services: London, 1996, No. 996E003. "Fletcher Industrial Supply," *An Introduction to Business Decision Making, Text and Cases, Fourth Edition*, Nelson, Canada, 1992. "Garrett Truck Co. Ltd.," *Sales Management Concepts and Cases, Fourth Edition*, John Wiley and Sons, 1992.
Presentations	Volkoff, O. "The Connection between Grounded Theory and Critical Realism: It's Magic", keynote speech at the Grounded Theory Workshop at the International Conference on Information Systems, Dec. 17, 2014, Auckland, NZ. Wynn, D., O. Volkoff, C. Williams, D. Strong, "Panel: Critical Realism and Mechanisms: Moving from the Philosophical to the Empirical in the Search for Causal Explanations", presented at the 19*th* Americas Conference on Information Systems, August 15-18, 2013, Chicago, IL. Marcolin, B., O. Volkoff, A. May, C. Saunders, "Panel: Effective Technology Use", presented at the Conference of the Administrative Sciences Association of Canada, June 8-10, 2013, Calgary, AB. Strong, D.M., O. Volkoff, S. Johnson, L. Pelletier, I. Bar-On, B. Tulu, N. Kashyap, J. Trudel, L. Garber, "Actualizing an IT Innovation: the case of an Electronic Health Record Implementation", presented at SFU Business Innovation Workshop, January 2010. Strong, D.M., O. Volkoff, S. Johnson, L. Pelletier, B. Tulu, I. Bar-On, N. Kashyap, J. Trudel, L. Garber, "EHR Affordance-Actualization Theory", presented at the JAIS Theory Workshop at the International Conference on Information Systems, Phoenix, AZ, December 2009. Strong, D.M., O. Volkoff, S. Johnson, L. Pelletier, B. Tulu, I. Bar-On, N. Kashyap, J. Trudel, L. Garber, "EHR Affordances and their Actualizations", presented at the Health IS Workshop at the 15th Americas Conference on Information Systems, August 2009. Strong, O. and Volkoff, O., "Understanding Organization-Enterprise System Fit: A Path to Theorizing the IT Artifact", presented at an MIS research seminar, SFU, August, 2008. Volkoff, O., Strong, D.M. and Johnson, S.A. "Electronic Health Records and the Changing Social Identity of Health Care Professionals", presented at the Organizations and Society in Information Systems (OASIS) Workshop, Montreal, December, 2007 Volkoff, O. "Fit, Misfit and the IT Artifact", presented at an MIS research seminar, SFU, November 2005. Strong, D.M. and Volkoff, O. "The Organizational Impact of Enterprise Systems: Effects on Control and Empowerment", presented at the ERP Workshop, Bentley College, October 2004. Volkoff, O., Elmes, M.B., and Strong, D.M. "Enterprise Systems, Knowledge Transfer and Power Users", presented at the Organizations and Society in Information Systems (OASIS) Workshop, Seattle, December 2003. Volkoff, O. "Case Studies and Process Models," presented at the International Symposium on Research Methods, Barcelona, Spain, December 15, 2002 Strong, D.M., Volkoff, O., and Elmes, M.B. "ERP Systems and Changes in Power: A Foucaultian Perspective", presented at the Organisations and Society in Information Systems (OASIS) Workshop, Brisbane, Australia, December 2000. Volkoff, O. "Critical Dimensions of Enterprise System Implementation", presented at the Joint Conference of the Administrative Sciences Association of Canada and the International Federation of Scholarly Associations of Management, Montreal, Canada,

	July, 2000. Volkoff, O. “A Grounded Theory of Enterprise Application Software Implementation”, presented at the Americas Conference on Information Systems Doctoral Consortium, Baltimore, MD, August 1998. Volkoff, O. “Community Health Information Networks”, an invited symposium presented at Queen’s University, Kingston, Canada, June 1997. Volkoff, O. “New Mechanisms for Public Participation in Policy Decision-Making”, an invited lecture for the Centre for Resource Studies (Queen’s University), 1993.
Grants and Contracts	**SSHRC Standard Research Grant.** “The organizational effects of implementing inter-organizational electronic health information systems”, $54,196, 2008-2011, PI: Volkoff, O., Foreign Collaborator, Strong, DM. **NSF – HSD Research Grant.** “Health Information Technology as an Agent of Change for Improving Health Care Delivery Processes”, $749,985, 2008-2011. PI: Strong, DM, Foreign Collaborator: Volkoff, O. (plus additional investigators and collaborators) **SFU FBA Research Grant:** “The organizational effects of implementing inter-organizational electronic health information systems”, $15,000, 2007-2010. PI: Volkoff **Discovery Parks Grant:** “Using information systems to improve inter-organizational information transfer in healthcare”, $9,900, 2006-2008. PI: Volkoff, O., Collaborator: Strong, D.M. **President’s Research Grant:** “The organizational effects of implementing inter-organizational electronic health information systems”, $10,000, 2006-2008. PI: Volkoff, O. **National Science Foundation:** “The Relationship of Enterprise Resource Planning (ERP) Implementation to Organizational Changes in Control, Task Structure, and Workarounds”, $299,987, 2001-04. PI: Strong, D.M., Co-PI: Volkoff, O., Elmes, M.B.
Graduate Students	2011 – 2013 Committee Member for Burcu Bulgurcu, UBC Ph.D student 2010 – 2011 Senior Supervisor for Daniel Papania, Ph.D. student 2010 Internal-external examiner for Nina Boulus, Ph.D. student, School of Communication, 2009 – 2010 Committee Member for Paul Ralph, UBC Ph.D. student
Student Projects Advised	MQP-OV-0014: “Fidelity Automated Test Suites”, by Michael Flynn, Gavin Kelley and Michael Neirinckx, March, 2005. MQP-OV-0013: “Allmerica Project Management System”, by Kyle Del Bonis, Boris Masis, Susan Moussalli and Adam Ribaudo, March, 2005. MQP-OV-0012: “Massachusetts State Police Remote Access Evidence Collection System”, by Nathan Chartier, Joseph Moskowitz and Robert Vlad, March, 2005. MQP-OV-0011: “Continuous Process Improvement at Allmerica”, by Tara Ellsworth, Shaun McGee, Catherine Ross and Reshma Shaikh, March, 2004 MQP-OV-0009: “eQUICA: Tracking Quality at Avaya”, by Christopher Bean, Dima Nabokin, Santiago Porras, and Vidhya Sinnatamby, April, 2004 MQP-OV-0008: “Massachusetts State Police Evidence Collection System”, by Nicholas Barnes, Andrew Bianchi, Christopher Johnson, and Steven Ruo, March 2004 IQP-CXD-0201: “A Study of Patient Treatment Scheduling at the Gillette Center for Women’s Cancers,” by Cassie Fisher, Crystal Caron, and Sarah Rogers, April, 2003 MQP-OV-0007: “Allmerica PB Views Implementation Project,” by Jeremy Hitchcock, Nathan Makowski, Anthony Velez, and Ashwin Venkatesan, February, 2003 MQP-OV-0006: “Fidelity Investments Compensation Adjustments System,” by Roberto Calvo, Katherine O’Neill, and Gaurav Rao, February, 2003 MQP-OV-0005: “Massachusetts State Police Inventory Tracking System,” by Scott

Bentley, Jason Gagne and Kyle Mackin, March 2003

MQP-OV-0004: “Massachusetts Biomedical Initiatives Information System,” by Ethan Holmes, Jerome Hunter, and Omar Maluk, April, 2002.

MQP-OV-0003: “Massachusetts State Police MIS Help Desk System,” by Samuel Gutmann, Michael Newcomb, and Matthew Trachimowicz, February 2002.

MQP-OV-0002: “Web-Based Archaeological Stratification Tool,” by Derek Gelinas, Joseph O’Boyle, and Jacob Roczniak, February 2002.

IQP-JKD-WPC1: “Information Technology Workforce Assessment,” by Scott Martin, Matthew Shea, and Phung To, December 2001, co-advised with James Doyle

MQP-DMS-0016: “General Electric Web Based Data System”, by Robert Busby, Sean Concannon, Ross Lefrancois, Gregory Lorincz, April, 2001, co-advised with D. Strong

MQP-OV-0001: “Education Resource Planning System”, by Rohit Goyal, Amish Patel, and John Pattison, December 2000.

Professional Activity

Track Chair, Enterprise Systems Track, AMCIS 2005, 2006, 2007, 2008

Discussant for:

Administrative Sciences Association of Canada Conf., 2003, 2005, 2006, 2007, 2008, 2009
International Conference on Information Systems, 2003, 2007

Reviewer for:

MIS Quarterly, Information and Organization, Information Systems Management, European Journal of Information Systems, Journal of the Association of Information Systems, Organization Science, Communications of the ACM, Journal of Strategic Information Systems, SSHRC, International Conference on Information Systems, European Conference on Information Systems, Americas Conference on Information Systems, Australasian Conference on Information Systems, Administrative Sciences Association of Canada Conference

Associate Editor for:

International Conference on Information Systems, Health Care track, 2013
MIS Quarterly, Special Issue on Critical Realism, 2011
European Journal of Information Systems, 2008 - 2011
IFIP 8.2 Conference on IT and Change in the Service Economy, 2008
OCIS division, Academy of Management 2007, 2012

Co-founder of the AIS Special Interest Group on Enterprise Systems

Awards and Honors

2001: International Conference on Information Systems Best Doctoral Dissertation Award

1996 – 1998: Social Sciences and Humanities Research Council, Canada Doctoral Student Fellowship

1994 – 1997: The University of Western Ontario, Faculty of Graduate Studies Special University Scholarship

1994 – 1995 and 1995 – 1996: Province of Ontario Graduate Scholarship

1971 – 1972: Richard Ivey Entrance Scholarship

Professional Societies

Association for Information Systems (AIS)
Academy of Management, Organizational Communication and Information Systems division (OCIS)
Administrative Sciences Association of Canada (ASAC)