3-3-2011

Editor's Comments

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EDITOR'S COMMENTS

It is with great pleasure that I introduce to you the first issue of the 10th volume of *MISQ Executive*. The first decade of this journal has been shaped by three editors-in-chief (beginning with Jack Rockart and Jeanne Ross of MIT), a total of ten other senior editors, and approximately sixty other academics serving on our editorial board during this first decade.

From the start, the journal's mission was clear: to encourage practice-based research in information systems and to disseminate the results of that research in a manner that makes its relevance and utility readily apparent. *MISQE* is therefore uniquely positioned and contributes to the AACSB's goals for knowledge transfer to the business community. In December 2009, the journal was also selected by Thomson Reuters for indexing.

Five years ago we also started dedicating one issue a year to a specific theme, and the SIM-sponsored academic workshop prior to the ICIS conference each December is the first step in helping researchers develop their ideas for the dual *MISQE* audience of senior IS leaders and academic thought leaders. The December 2010 pre-ICIS workshop had 60 attendees participating in presentations and discussions about the CIO role in a digital era, and the December 2010 *MISQE* issue included the four selected research articles on the enterprise and industry applications of social media, the topic of the prior year's workshop.

This past year we also initiated a stronger collaboration with researchers working on projects sponsored by the Advanced Practices Council (APC) of SIM. In 2010 we published articles crafted for *MISQE* readers based on APC deliverables for research on service-oriented architectures and cloud computing. In this issue, APC researchers Saby Mitra, V. Sambamurthy, and George Westerman present their framework of IT-focused and business-focused IT performance and the patterns of metrics used by CIOs to align with their organizations' needs at a given point in time.

This issue also includes three research articles accepted from our regular submission pipeline after peer reviews. In the article entitled "Leveraging Collaborative Technologies to Build a Knowledge Sharing Culture at HP Analytics," the knowledge management team leader at an Analytics unit within Hewlett Packard based in India (Sameer Agarwal) collaborated with Thompson Teo, Rohit Nishant, and Mark Goh of the National University of Singapore to share with us a variety of mechanisms that this unit created over a multi-year period to develop and nurture a knowledge-sharing culture that enables its knowledge management goals. The success of their "IKnow" program is captured not only in participation metrics, but also the rollout of some components of the program to HP India and a worldwide HP unit.

The evolving role of the CIO is the topic of the next two articles. The article by Michelle Carter, Varun Grover, and Jason Thatcher—all of Clemson University in the U.S.—was motivated by the desire to learn more about how an emerging 'business technology strategist' role is related to more traditional CIO roles. The study by Joe Peppard, Chris Edwards, and Rob Lambert—all of Cranfield School of Management in the U.K.—was motivated by the desire to shed light on what appeared to be an ambiguous CIO role. Although their field studies were conducted with different methods on two different continents, both studies conclude that there indeed are multiple CIO roles that are appropriate for different organizations at a given point in time, and that there also are multiple approaches for IS leaders who seek to play increasingly strategic roles within their organizations. The Clemson research team describes four CIO roles and the appropriateness of an inside-out versus outside-in approach to evolving to a business technology strategist role, depending on the reporting level and technology background of the IS leader. The Cranfield research team presents an evolutionary framework of five CIO roles that differ on multiple dimensions, and they propose that the appropriateness of a given role is also dependent on the "digital literacy" of the organization's business leaders.

We look forward to continuing to receive paper submissions to this journal from across the globe—as evidenced in this issue.

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Editor-in-Chief