

## Bahadır K. Akcam

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### Career Objective

Energetic, ambitious, and experienced academic in management information systems, project management, system dynamics modeling and simulation, and decision sciences, eager to apply his skills towards supporting the objectives of an academic organization by doing scholarly research and teaching in his areas of interest.

### Research and Teaching Interests

- Management Information Systems
- Project Management
- Simulation for Business Dynamics
- Business Process Management
- Organizational Change Management
- Workflow Management Systems
- Laboratory Information Management Systems
- Knowledge Management Systems

### Education

- University at Albany Ph.D. in Information Science - Currently ABD 09/2003 – ---
- Expected completion – Fall 2008
  - Dissertation Title - *Socio-technical Processes in Interorganizational Collaboration: The WTC Case*
  - Chair - David F. Andersen, Distinguished Service Professor  
 College of Computing and Information and  
 Rockefeller College of Public Administration and Policy, SUNY at Albany, New York
  - Dissertation Summary - My research explores socio-technical processes in interorganizational collaboration at the World Trade Center (WTC) response and recovery process. There are three main goals. First, developing a research design to address challenges for elaborating and extending a dynamic theory by doing secondary data analysis of a qualitative dataset. Second, by applying the research design on the dataset, developing a theory of interorganizational collaboration for the WTC case by extending and elaborating the Generic Dynamic Theory of Interorganizational Collaboration. Third, evaluating the findings based on the Theory of Practice lenses (Bourdieu, 1972, 1986) by focusing on different types of capitals.
  - Doctoral Program Specializations
    - Primary: Group Decision Support Modeling
    - Secondary: Information Decision Systems
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|-------------------------------------|-------------------------------------------------|-------------------|
| M.E.T.U.<br>Ankara, Turkey          | M.S. in Information Systems                     | 09/1998 – 11/2001 |
| Ankara University<br>Ankara, Turkey | M.S. in Physical Examination and Criminalistics | 09/1997 – 02/2001 |
| Police Academy<br>Ankara, Turkey    | B.S. in Security Science                        | 09/1992 – 06/1996 |

## Professional Experience

Center for Technology in Government, UAlbany	Research Assistant	04/2005 – ---
Global Marketing & Research Inc, Troy, NY	Co-owner	06/2006 – ---
Argonne National Laboratory, UChicago	Research Aid	06/2007 – 08/2007
University at Albany, Department of Informatics	Graduate Assistant	08/2003 – 04/2005
KPL – Criminal Police Laboratories of Turkey	IT Manager	08/1996 – 08/2003

## Teaching Experience

University at Albany, School of Business	Adjunct Professor	Spring 2008
University at Albany, Department of Informatics	PT Lecturer	Fall 2006
KPL – Criminal Police Laboratories of Turkey	Professional Courses	1998-2003

## Professional Memberships

Association for Information Systems  
 Project Management Institute – Upstate New York Chapter  
 System Dynamics Society

## Professional Certification

Project Management Professional (PMP)	09/2006 – ---
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## Student Awards and Activities

Research Assistant	Center for Technology in Government, UAlbany	04/2005 – ---
Graduate Assistant	Informatics Department, UAlbany	09/2003 – 04/2005
Full Scholarship	Police Academy, Ankara, Turkey	09/1992 – 09/1996
Full Scholarship	Izmir Police College, Izmir Turkey	09/1988 – 09/1992

## Publications

### **Books**

Akcam, B.K. (1999) *Internet for Crime Fighters*, TBD Press, Ankara, in Turkish

### **Papers**

- Martinez-Moyano, I., Samsa, M.E., Burke, J.F. and Akcam, B.K. (2008) “Towards a Generic Model of Security in Organizational Context: Exploring Insider Attacks to Information Infrastructure” *Hawaii International Conference on System Sciences – 41*
- Akcam, B.K. Andersen, D.L., Andersen, D.F, and Cresswell, A.M. (2007) “Secondary Data Analysis in System Dynamics Modeling”, *The 25th International Conference of The System Dynamics Society*, Boston, MA
- Burke, J.F., Martinez-Moyano, I. and Akcam, B.K. (2007) “Modeling National Changes from Military Operations: CT Scan Overview”, *75<sup>th</sup> MORS Symposium*, U.S. Naval Academy
- Akcam, B.K. Cresswell, A.M., and Andersen D.F. (2006) “Testing a Dynamic Theory of Collaboration in the World Trade Center Case”, *The 24th International Conference of The System Dynamics Society*, Nijmegen, Netherlands
- Akcam, B.K. and Victor Asal (2005) “The Dynamics of Ethnic Terrorism”, *The 23rd International Conference of The System Dynamics Society*, Boston, MA
- Akcam, B.K. (1997) "Internet as a tool in crime fighting", *Inet-Tr'97 Conference*, Ankara, Turkey

### ***Working Papers***

- Akcam, B.A. and Ogunc, G., “Organizational Subculture and IS Success”
- CTG Writing Project: “Mobile Technologies and Location: A Theory of Practice View”
- Akcam, B.K. “Organizational Dynamics at a Top Fortune Company’s Research Center”

### ***Thesis***

- Using Information and Communication Technologies As An Organizational Change Enabler: A Case Study In Criminal Police Laboratories of Turkey, Master of Science Dissertation, *Middle East Technical University*, 2001
- Political and Technical Infrastructure Analysis on Establishing Evidence Databases in Turkey, Master of Science Dissertation, *Ankara University*, 2001

### ***Software***

- KPL Project Group, Verisis A.S., LAWOFS - Laboratory Work Flow System, January 2003
- KPL Project Group, Surat A.S., LAWOFS - Laboratory Work Flow System, June 2001
- Akcam, B.K., KPL Knowledge Repository transformed KPL Portal later, (1998, 2001, 2003)

### ***Technical Reports and Oral Presentations***

- Cook, M.E., Cresswell, A.M., Helbig, N., Mulki, F.H., Akcam, B.A., and Hrdinova, J.L., (March 2008) Assessing Mobile Technologies in Child Protective Services, Center for Technology in Government, University at Albany
- Akcam, B.A. (December 2007) “Motivation and Organizational Performance: A Dynamic View of a Fortune 10 Company”, Decision and Policy Sciences (DAPS) Brown Bag, University at Albany
- Akcam, B.A. (April 2007) “Socio-Technical Processes in Interorganizational Collaboration: World Trade Center Case”, NTIR – New Trends in Informatics Research, University at Albany
- Cresswell, A.M., Cook, M.E., Helbig, N., Hrdinova, J.L., Gil-Garcia, R., Mulki, F.H., Akcam, B.A., and Canestraro, D.S., (January 2007) Assessing Mobile Technologies in Child Protective Services, Center for Technology in Government, University at Albany
- Akcam, B.A. (May 2006) “Testing A Generic Dynamic Theory of Collaboration in the World Trade Center Case”, New Trends in Informatics Research, University at Albany
- Akcam, B.A. (April 2005) “Who Owns Our Past and How Do They Own It?: Ownership, Privacy and Copyright Issues in Cultural Property and Archaeological Artifacts”, Informatics PhD Program Brown Bag, University at Albany
- Akcam, B.A. (April 2005) “Ethnic Violence”, Decision and Policy Sciences (DAPS) Brown Bag, University at Albany
- Akcam, B.A., Hekim, H., Demircivi, F. (September 2004) “Using IT As an Enabler in Organizational Change: Turkish Criminal Police Laboratories Case”, Center for Technology in Government Brown Bag, University at Albany
- Akcam, B.A., (September 2002) "Free Software in Turkey: Advantages and Opportunities", Workgroup, Bilisim'02, Istanbul, Turkey
- Information Security and Computer Crime Board, (June 11, 1999 (Revised November 2000)) “Computer Crime Report”, General Directorate of Security, Republic of Turkey

- Akcam, B.A. (May 17 and May 23, 2000) "Changing Side of Police and Internet", Seminar, Police Academy, Police College, Ankara, Turkey
- Akcam, B.A. (September 1998) "Law in Informatics Society", Conference Panel, Bilisim'98, Istanbul, Turkey
- Akcam, B.A. (May 1998) "Law in Informatics Society", Conference Panel, Hi-Tech'98, Ankara, Turkey

### Current Research Projects

- *Assessing Mobile Technologies in Child Protective Services*, Funded by NYS Office of Children and Family Services, Project-I: August 2006 – November 2006; Project II-January 2007 – December 2007; Project III: June 2008 – January 2009. In this project, the effects of different mobile technologies on work practices in the Child Protecting Services field are being analyzed by the Center for Technology in Government.
- *Performance-based Government Management Workshop, Fall '09*  
In October 2007, CTG got funding (~\$100K) from Turkish Ministry of Finance to organize workshops at Albany, NY and Washington D.C. on Performance-based Government Management principles including with the coordination of NYS Office of Management Budget. A follow-up research project for Fall '09 is waiting for funding.
- *Managing the Core Values at a Fortune 10 Company: Cultural Dynamics and Organizational Performance*: A system dynamics approach is used to understand the project centric management systems at one of the most successful U.S. company for reaching effective individual and group behavior in the organization.

### Technical Skills

Project Management	Tools and techniques including but not limited to M.S. Project, Stakeholder Analysis, Gantt Charts, PERT, Critical Path Method, Earned Value Management Technique, Arrow Diagramming Method, Precedence Diagramming Method.
System Dynamics	Vensim, Causal Loop Diagrams, Policy Diagrams.
Process Analysis	Workflow diagrams, ARIS for business process modeling and optimization, brain storming sessions, fishbone diagrams, SWOT analysis, Cost-benefit analysis
Quality Management	ISO 9001, ISO 17025, ASCLD/LAB Accreditation
System Analysis and Design	Data flow diagrams, Structured Analysis and Design (SADT), Unified Modeling Language (UML)
Database	Ability to understand and create basic E-R Diagrams, Relational Query Languages
Programming	Ability to develop basic applications by using OOP and traditional programming approach with Java, Pascal, and Lotus Notes
Web Development	HTML, XHTML, XML, and basic JavaScript with any web development tool including notepad, Macromedia Dreamweaver.
Graphics editor	Adobe Photoshop
Office applications	All Microsoft Office Products (Word, Excel, PowerPoint, Visio, and Publisher)

## Other Academic Activities

- Submission Reviewer, International Research Workshop on IT Project Management (IRWITPM), ICIS 2007
- Submission Reviewer, 2008 System Dynamics Conference, Boston, MA
- Submission Reviewer, 2007 System Dynamics Conference, Boston, MA
- Volunteer at Conference, 2007 System Dynamics Conference, Boston, MA
- Volunteer at Conference, 2005 System Dynamics Conference, Boston, MA

## Major Professional Accomplishments

- **CO-OWNER, Global Marketing & Research Inc., Troy, NY**  
**From none to multi-million dollar potential 2006 - 2008**

The owner's intention to transform his business to international marketing enticed me to join this company as a co-owner. As co-owner I was engaged in the following activities: Business Strategy Development, Healthcare Strategy Development, Supply Chain Development, On-demand IT solutions, Supply Chain Management. Company acquired exclusive rights for one American and one Canadian Healthcare Company's marketing operations in Turkey, established links with leading Turkish Healthcare Providers, and acquired North American marketing rights of some high technology products in forensics field produced in Turkey.

- **RESEARCH AID, Argonne National Laboratory**  
**Six Projects in Three Months, 2007**

Developed system dynamics modeling and did literature reviews on large-scale system dynamics modeling, disaster modeling, placed-based epidemics, information security, military operations, and agent-based modeling.

- **PROJECT MANAGER, Criminal Police Laboratories (KPL)**  
**LIAS – Laboratory Workflow Management System, v.1 1998-2000, v.2. 2002-2003**

Managed organization wide information systems development projects to:

- Change the organization's workflow processes; enable management to access information for decision making and resource management; measure performances of resources (human and equipment) and processes; eliminate most of the administrative units; change roles & responsibilities in organization; replace all paper-based processes by electronic ones; ensure information security and signature management by using biometric applications; ensure evidence security by establishing chain of custody; make new (information related) services available for customers; establish quality control system.
- *Results:* The system has been successfully in use since its launch in a hierarchical government organization; the system was accepted as a progress in Turkey by European Union in its 2001 Report.
- *Approach:* Business process reengineering was used to change processes radically; IEEE Software Development Standards were implemented to ensure system quality.

- **IT MANAGER, KPL**

- **Project and Team Management, 1996 - 2003**

- Established and led groups/departments (IT Department (1996), Development Group (1999), and Quality Control Group (2001) – total up to 40 staff), managed up to three projects concurrently, annually used 10% to 40% of organization's investment budget and prepared RFPs for projects to:

- Implement organizational change plans; establish information technology infrastructure; establish quality control systems;
    - *Results:* Organization's main workflow was changed; all necessary IT infrastructures were established; staffs' understanding of the importance of quality is increased; Organization's work systems certified with ISO 9001.

- **GROUP COORDINATOR AND PROJECT MANAGER, KPL**

- **Organizational Development Project, 1999 - 2003**

- Received top management support to establish a team and manage this team (up to 15 staff from different departments) to:

- Make the organization competitive and efficient; define all processes, all procedures, workflows, related resources (equipment, space, expenditures), process standards, personnel standards, performance metrics, and training standards for the first time in the organization; coordinate interorganizational cooperation efforts with universities and other forensic laboratories in the world.
    - *Results:* A very important part of organizational knowledge put on record; redundant processes and resources defined; processes redefined; trainings with universities were coordinated.

- **IT MANAGER, KPL**

- **Establishing IT Department, 1996 - 2003**

- Hired and trained 15 staff for software development, system management, and technical maintenance to:

- established the IT infrastructure from scratch (personally worked and managed teams to established all necessary information technology infrastructures including network systems (VAN, LAN, VPN, and Intrusion detection systems) and client-server systems and in their maintenance)
    - *Results:* The department became one of the most successful departments among other IT departments (top 3 among 120) of the Turkish National Police.

- **IT MANAGER, KPL**

- **Adopting Embedded Systems into Processes and Developing Alternative Technologies: IBIS and BALISTIKA, 1998 – 2003**

- Managed the technical adaptation of Integrated Ballistics Identification Systems for three sites (around \$1,000,000 per system).
    - Established the bridge between KPL and one of the leading government research centers (TUBITAK-ODTU-BILTEN) to build an alternative technology to achieve better results with less cost. Gave necessary technical support to the group. This initiative led the development of BALISTIKA for organization's needs (\$400,000 per system). This system won the last procurement bid of KPL.