Curriculum Vitae

Associate Professor Calvin M.L. Chan

Assistant Provost (Curricular & Students Matters)

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Education Qualifications

2007	PhD in Information Systems, National University of Singapore, Singapore
1999	BSc (Hons) in Computer & Management Science, University of Warwick, UK
1994	Dip in Electronics, Computer and Communication Engineering, Singapore Polytechnic, Singapore

Academic and Professional Experience

- Director (Graduate Studies), Singapore University of Social Sciences
- Vice Dean (School of Business), SIM University (now known as Singapore University of Social Sciences)
- Head of Programme, SIM University (now known as Singapore University of Social Sciences)
- Senior Lecturer, SIM University (now known as Singapore University of Social Sciences)
- Manager, Infocomm Development Authority (now known as Infocomm Media Development Authority)
- Instructor, National University of Singapore
- Adjunct Professional Staff, Institute of Systems Science, National University of Singapore
- Consultant, Infocomm Development Authority (now known as Government Technology Agency)
- Database Programmer, Zollern UK Limited
- Systems Administrator, Singapore Armed Forces

Memberships and Professional Activities

2025	Track Co-Chair (IoT, Smart Cities and Digital Government), Pacific Asia Conference on Information Systems
2023 – present	Member, Singapore Standards Council

2023 – present	Chairman, Coordinating Committee for Silver Industry, Singapore Standards Council
2021 – present	Member, Editorial Board, Pacific Asia Journal of the Association for Information Systems
2019 – present	Resource Person, Leadership Development Programme for Higher Education Institutions in Southeast Asia, Southeast Asian Regional Center for Graduate Study and Research in Agriculture and The Head Foundation
2024	Associate Editor (Digital Platforms for Emerging Societies Track), International Conference on Information Systems
2024	Associate Editor (IS Governance, Strategy, and Value Track), Pacific Asia Conference on Information Systems
2017 – 2023	Chairman, Technical Committee for Information Technology to Older Adults, IT Standard Committee, Singapore Standards Council
2017 – 2023	Member, Coordinating Committee for Silver Industry, Singapore Standards Council
2020 – 2023	Member, Evaluation Panel, Healthy Longevity Catalyst Awards, Singapore Ministry of Health
2023	Associate Editor (IS Design, Development and Project Management Track), International Conference on Information Systems
2022	Associate Editor (Digital Platforms & Ecosystems Track), Pacific Asia Conference on Information Systems
2021	Associate Editor (Governance, Strategy, and Value of IS Track), International Conference on Information Systems
2021	Co-Track Chair (Enterprise Systems and Business Process Management), Pacific Asia Conference on Information Systems
2017 – 2021	Member, Silver Infocomm Curriculum Taskforce, Infocomm Media Development Authority
2017 – 2020	Mentor, Modern Ageing Singapore
2011 – 2019	Member, Cloud Computing Standards Coordinating Task Force, Information Technology Standards Committee, Singapore Standards Council
2015 – 2019	Board Member, Council for Third Age (C3A)
2014 – 2018	Member, Editorial Board, International Journal of Intercultural Information Management
2018	Co-Track Chair (e-Government), Pacific Asia Conference on Information Systems
2018	Invited Speaker, "Arrival of the Fourth Industrial Revolution", SATS Industry Transformation Workshop, SATS Ltd
2017	Invited Speaker, "Ambidexterity: Business Success Amidst Disruption", Pavilion Capital Pte Ltd
2017	Invited Speaker, "Fourth Industrial Revolution and Disruption", Port Officers' Union
2015 – 2017	Chairman, Technical Committee for Technology, Silver Industry Standards Committee, Singapore Standards Council
2013 – 2017	Member, Silver Industry Standards Committee, Singapore Standards Council

2016	SPRING Singapore Merit Award Recipient
2014 – 2015	Visiting Professor, e-Government Innovation Centre, University of Brunei Darussalam
2011 – 2013	Deputy Convener, Cloud Security Working Group, Information Technology Standard Committee, Singapore Standards Council
2013	Invited Speaker, ASEAN-Korea Strategic Cooperation Seminar on "Government Innovation and Knowledge-based National Development Plans"
2013	Executive Trainer, Senior and Middle Executive e-Government Course, e-Government Innovation Centre, University Brunei Darussalam
2012	Featured Speaker, Future Citizen Engagement for Government Forum Asia
2012	Co-Track Chair (e-Government), Pacific Asia Conference on Information Systems
2011	Invited Keynote Speaker, Asia Cloud Conference
2006 – 2007	Track Chair (IRM in Government), IRMA International Conference
2004	Publicity & Marketing Co-Chair, International Conference on Knowledge Management
2001 – 2004	Executive Committee Member, Information & Knowledge Management Society

Member:
- Academy of Management
- Association of Information Systems
- Singapore Institute of Management

Reviewer:
- Communications of the Association for Information Systems
- European Journal of Information Systems
- Government Information Quarterly
- Information & Management
- Information Systems Frontiers
- Information Systems Journal
- Information Systems Research
- International Journal of Human-Computer Interaction
- Journal of Electronic Commerce Research
- Journal of Information and Knowledge Management
- Journal of Strategic Information Systems
- Project Management Journal
- Technological Forecasting and Social Change
- Americas Conference on Information Systems
- Annual Meeting of the Academy of Management
- European Conference on Information Systems

- Hawaii International Conference on Systems Sciences
- Information Resources Management Association Conference
- International Conference on Information Systems
- International Conference on Knowledge Management
- Pacific-Asia Conference on Information Systems

Consultancy and Executive Experience

2019	Development of Digital Readiness Indicators, Infocomm and Media Development Authority
2011 - 2012	Development of IT-Enabled Productivity Assessment Toolkit, Workforce Development Agency
2008 - 2010	Drafting of the Secure and Resilient Internet Infrastructure Code of Practice (SRII-CoP), Infocomm Development Authority
2007 - 2010	Development and Implementation of National Infocomm Security Masterplan 2, Infocomm Development Authority
2005	Benchmarking of Government e-Services, Immigration & Checkpoint Authority
2004	Development of Methodology for Identifying Integrated e-Services Opportunity, Ministry of Finance
2001	Development of One-Stop Public Entertainment Licensing Centre (OSPEC), Ministry of Home Affairs

Research Interests

- Case Study Research
- Digital Transformation
- e-Government & Smart Cities
- ICT & Ageing

Selected Publications

Journal Papers:

- Qiu, D., Lv, B., and Chan, C.M.L. (2022) How Digital Platforms Enhance Urban Resilience, Sustainability, 14(2), 1285.
- Ding, D., Guan, C., Chan, C.M.L., and Liu, W. (2020) Building Stock Market Resilience Through Digital Transformation: Using Google Trends to Analyze the Impact of COVID-19 Pandemic, Frontiers of Business Research in China, 14(21), pp. 1-21.
- Chan, C.M.L., Teoh, S.Y., Yeow, A. and Pan, G (2019) Agility in Responding to Disruptive Digital Innovation: Case Study of an SME, Information Systems Journal, Vol. 29, No. 2, pp. 436-455.

- Tan K.S.Y., and Chan, C.M.L. (2018) Unequal Access: Applying Bourdieu's Practice Theory to Illuminate the Challenges of ICT Use Among Senior Citizens in Singapore, Journal of Aging Studies, Vol. 47, pp. 123-131.
- Lee, P.M., Guan, C. and Chan, C.M.L (2017) Koufu: Fortune of an Entrepreneurial Singapore Hawker, Asian Case Research Journal, Vol. 21, No. 1, pp. 175-205.
- Ahad, A.D., Chan, C.M.L and Lim, S.A. (2016) Developing e-Government Training Programme: A Stakeholder Approach, International Journal of Electronic Government Research, Vol. 12, No. 3, pp. 37-54.
- Chan, C.M.L., Hackney, R., Pan, S.L. and Chou, T-C (2011) Managing e-Government System Implementation: a Resource Enactment Perspective, European Journal of Information Systems, Vol. 20, No. 5, pp. 529- 541.
- Chan, C.M.L. and Pan, S.L. (2008) User Engagement in e-Government Systems Implementation: A Comparative Case Study of Two Singaporean e-Government Initiatives, Journal of Strategic Information Systems, Vol. 17, No. 2, pp. 124-139.
- Chan, C.M.L., Lau, Y.M. and Pan, S.L. (2008) E-Government Implementation: A Macro Analysis of Singapore's e-Government Initiatives, Government Information Quarterly, Vol. 25, No. 2, pp. 239-255.
- Tan, C.W., Pan, S.L., Lim, E.T.K. and Chan, C.M.L. (2005) Managing Knowledge Conflicts in Inter-Organizational Project: A Case Study of the Infocomm-Development Authority of Singapore, Journal of the American Society for Information Science and Technology, Vol. 56, No. 11, pp. 1187-1199.

Conference Papers:

- Chan, C.M.L., Tan, J., Billett, S. and Chong, W.H. (2025) Blue-Collar Workers Adaptation to Digitalization: A Career Construction Theory Analysis, Proceedings of the 58th Hawaii International Conference on Systems Sciences (HICSS), Big Island, Hawaii, January 7-10.
- Chan, C.M.L. and Guan, C. (2024) Digital Inclusion of Senior Citizens: A Practice Theory Approach, Proceedings of the 57th Hawaii International Conference on Systems Sciences (HICSS), Honolulu, Hawaii, January 3-6.
- Hoang, T.N.H.G, Chan, C.M.L. and Teo, H-H. (2022) Achieving Omnichannel Implementation: A Resource Orchestration Analysis, International Conference on Information Systems, Copenhagen, Denmark, December 9-14.
- Ng, B.Y., Chan, C.M.L. and Qiu, D. (2021) User Adaptation of Digital Platforms: A Conceptual Framework, 25th Pacific Asia Conference on Information Systems, Dubai, UAE, July 12-14.
- Chan, C.M.L., Qiu, D. and Tan, F.T.C. (2021) Smart Community and Social Resilience: Reflection on the COVID-19 Pandemic, Proceedings of the 54th Hawaii International Conference on Systems Sciences (HICSS), Maui, Hawaii, January 5-8.

- Batulan, C., Tan, F.T.C. and Chan, C.M.L. (2021) Bridging the Leadership Chasm for Sustainable Supply Chains: A Case Study of the Sustainability Advantage Platform, Proceedings of the 54th Hawaii International Conference on Systems Sciences (HICSS), Maui, Hawaii, January 5-8.

- Tan, F.T.C., Hopkins, E., Chan, C.M.L., Leong, C. and Wright, A. (2020) Digital Platform-Enabled Community Development: A Case Study of a Private-Public Partnership Sustainability Initiative, Proceedings of the 53rd Hawaii International Conference on System Sciences (HICSS), Maui, Hawaii, January 7-10.

- Guan, C., Wei, J., Chan, C.M.L. and Chia, B.H.A. (2017) Senior Citizens' Self Efficiency for ICT Use: The Influence of Gender, Social Influence and Social Support, Proceedings of the 17th International Conference on Electronic Business, Dubai, UAE, December 4-8.

- Ahad, A.D. and Chan, C.M.L (2016) Social Media Use Among Teenagers in Brunei Darussalam, Proceedings of the 15th IFIP WG6.11 Conference on e-Business, e-Services, and e-Society, Swansea, UK, September 13-15.

- Teoh, S.Y., Chan, C.M.L., Pan, G. and Goh, M. (2016) Being Agile to Thrive Amidst Disruptive Digital Innovation, Proceedings of the 20th Pacific Asia Conference on Information Systems (PACIS), Chiayi, Taiwan, June 27 - July 1.

- Lim, S.A, Ahad, A.D. and Chan, C.M.L (2016) Who to Train for e-Government?, Proceedings of the 17th Annual International Conference on Digital Government Research, Shanghai, China, June 8-10.

- Lee, P.M., Lee, Y.H. and Chan, C.M.L. (2015) An Evaluation on the Adoption of e-Learning in the School of Business at UniSIM, eLearning Forum Asia 2015, Singapore, June 17-19.

- Chan, C.M.L., Mehta, K.K., Tan, K.S.Y., Chui, Y.P., Hassan, M.S. and Koh, B.Y.R. (2013) Designing e-Services for an Ageing Society, Proceedings of the International Conference on Information Systems 2013 (ICIS), Milan, Italy, December 15-18.

- Chan, C.M.L and Guan, C. (2013) Open Data, Open Innovation and Open Innovation Ecosystem, Proceedings of the 13th International Conference on Electronic Business, Singapore, December 1-4.

- Chan, C.M.L. (2013) From Open Data to Open Innovation Strategies: Creating e-Services Using Open Government Data, Proceedings of the 46th Hawaii International Conference on System Sciences (HICSS), Maui, Hawaii, January 7-10.

- Chan, C.M.L. and Pan, S.L. (2006) Resource Enactment in the E-Government Systems Implementation: A Case Study On the E-File System, Proceedings of the International Conference on Information Systems 2006 (ICIS), Milwaukee, Wisconsin, December 10-13.

- Chan, C.M.L. and Pan, S.L. (2005) Intertwining Offline and Online Channels in Multi-Channel Public Service Delivery: A Case Study, Proceedings of the 65th Annual Meeting of the Academy of Management, Honolulu, Hawaii, August 5-10. (Selected for Best Paper Proceedings Publication; Carolyn Dexter Award Finalist).

- Chan, C.M.L. and Lau, Y.M. (2005) An Informatization of Society Approach to e-Government: Analyzing Singapore's e-Government Efforts, Proceedings of the 9th Pacific Asia Conference on Information Systems (PACIS), Bangkok, Thailand, July 7-10.

- Tan, C.W., Lim, E.T.K., Pan, S.L. and Chan, C.M.L. (2004) Enterprise System As An Orchestrator of Dynamic Capability Development: A Case Study of the IRAS and TechCo, Proceedings of the IFIP-WG 8.2 Conference on IS Research Methods, Manchester, UK, July 15-17, pp 516-534, Kluwer Academic Press.

- Tan, C.W., Pan, S.L., Lim, E.T.K. and Chan, C.M.L. (2004) Conflicts in Knowledge Management: Visiting the Hidden Partner, Proceedings of the 12th European Conference on Information Systems (ECIS), Turku, Finland, June 14–16.

- Chan, C.M.L., Bhandar, M., Oh, L-B., Chan, H-C. (2004) Recognition and Participation in a Virtual Community, Proceedings of the 37th Hawaii International Conference on System Sciences (HICSS), Big Island, Hawaii, January 5-8.

- Chan, C.M.L., Pan, S-L. and Tan C-W. (2003) Managing Stakeholder Relationships in an e-Government Project, Proceedings of the 9th Americas Conference on Information Systems (AMCIS), Tampa, Florida, August 4-6.

Books and Book Chapters:

- Chong, W.H., Sim, J., Chan, C.M.L. and Billett, S. (2024) Forging an Innovation Mindset: Practices in Small to Medium Size Enterprises, in Tan, J. and Lee, W.O. (Eds) Making Employee-Driven Innovation Achievable: Approaches and Practices for Workplace Learning, Routledge.

- Billett, S., Tan, J., Chan, C., Chong, W.H. and Keat, J.S.C. (2023) Employee-Driven Innovations: Zones of Initiation, Enactment, and Learning, in Lee, W.O., Brown, P., Goodwin, A.L. and Green, A. (Eds) International Handbook on Education Development in Asia-Pacific, Springer.

- Tay, K.C. and Chan, C.M.L. (2022) Digital Transformation of Banks: The Case of DBS, in Lee, D.K.C., Ding, D. and Guan, C. (Eds) Financial Management in the Digital Economy, World Scientific.

- Cheong, H.K. and Chan, C.M.L. (2021) A Singapore University Serving Society in a Disrupted World, in Teo, A.S.C. (Ed.) Univer-cities: Reshaping Strategies to Meet Radical Change, Pandemic and Inequality – Revisiting the Social Compact?, World Scientific.

- Pan, G., Seow, P.S., Chan, C. and Lin, C.Y. (2015) (Eds) Analytics and Cybersecurity: The Shape of Things to Come, CPA Australia.

- Chan, C. (2015) Cybersecurity Concepts and Strategy, in Pan, G., Seow, P.S., Chan, C., Lim, C.Y. (Eds) Analytics and Cybersecurity: The Shape of Things to Come, CPA Australia.

- Chan, C. and Pan, S.L. (2013) Singapore E-Government Initiatives: Engaging Users, in Pan, G. (Ed.) Dynamics of Governing IT Innovation in Singapore: A Casebook, World Scientific.

- Chan, C. (2013) Accounting and Corporate Regulatory Authority's BizFile System, in Pan, G. (Ed.) Dynamics of Governing IT Innovation in Singapore: A Casebook, World Scientific.

- Chan, C. and Taher, M. (2013) LTA's ONE.MOTORING Portal, in Pan, G. (Ed.) Dynamics of Governing IT Innovation in Singapore: A Casebook, World Scientific.
- Chan, C.M.L. and Ang P.H. (2006) The Feedback Unit, Singapore, in Pan, S-L. (Ed.) Managing Emerging Technologies and Organizational Transformation in Asia: A Casebook, World Scientific.
- Poo, D.C.C., Goh, J.M., Tan C.W. and Chan, C. (2005) Developing Systems Using J2EE, 2nd Ed., Prentice Hall.
- Chan, C.M.L. (2004) Singapore Police Force: One-Stop Public Entertainment Licensing Centre (OSPEC), in Pan, S-L. (Ed.) Managing Startegic Enterprise Systems and e-Government Initiatives in Asia: A Casebook, World Scientific.

Press Articles:
- Chan, C. and Ng, B.Y. (2021) How to Help Hawkers to go Digital, Today, 23 Aug 2021.
- Chan, C.M.L. (2021) Encouraging Seniors in Digitalisation Drive Instead of Forcing Tech Adoption on Them, Channel News Asia, 13 January 2021.
- Guan, C. and Chan, C.M.L. (2020) Has COVID-19 made e-Commerce and Online Shopping the New Normal?, Channel News Asia, 7 April 2020.
- Chan, C.M.L. (2019) New Habits, Strategies and Skills Needed as Global Economy Sands Shift, Channel News Asia, 13 January 2019.
- Chan, C.M.L. (2017) Seizing the Future with Both Hands, The Straits Times, 12 August 2017, p. A39.
- Chan, C. and Cheng, K.H. (2017) Harnessing Platform Strategy to Grow Our SMEs, Today's Manager, Issue 3, p. 29-31.
- Chan, C. (2015) Technological Advancement Need Not be a Pipe Dream for Developing Countries, The Brunei Times, 19 January 2015, p. A21.
- Chan, C. (2014) A Place for Seniors in the Smart Nation, The Straits Times, 29 November 2014, p. A43.
- Chan, C.M.L. (2013) Moving Your Business to the Cloud, Today's Manager, Issue 4, p. 74-75.
- Chan, C. (2011) Adoption of Cloud Computing, The Business Times, 15 August 2011, p. 26.

Research Grant:
- Collaborator, "Employee Driven Innovation", Workforce Development Applied Research Fund, 2020 - 2022, S$194,925.
- Co-Investigator, "SG50 Business Excellence Symposium", SG50 Celebration Fund, January – December 2015, S$18,750.
- Principal Investigator, "Enhancing e-Service Delivery to Senior Citizens", SIM University, August 2012 - December 2014, S$175,800.