

**Carol L. Trivedi, PMP, MPA, PhD**

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**PROFESSIONAL SUMMARY**

Experienced, enthusiastic, educator who is committed to student success, engagement, and persistence with:

- Current Campus MBA Director for College of Business
- Five years teaching Management courses (Global Business, Human Resource Management, Survey of Management, Individual Differences) at Chico State University
- Four years teaching Business Information Systems (Operations Management) at Chico State University
- Thirteen years teaching computer technology courses at the bachelor’s level both on ground/online with University of Phoenix
- Eight years teaching bachelor’s courses in Project Management and Information Security with ITT Technical Institute
- Ten years teaching computer technology courses (Local Area & Wide Area Networks) at the community college level at DeAnza College
- Five years teaching IT courses (Information Security, Defensive Countermeasures, Disaster Recovery, Server Installation and Configuration, Linux, Ethical Hacking).
- Academic research in Management, Corporate Governance, Globalization, Diversity, and Foreign Board Membership
- Academic research in Business Information Systems, Using Agile to Launch a New Product in Operations Management
- Basic & Applied Research in Blended and eLearning techniques, scaffolding, team-based learning, and flipped classroom
- Restarted the Operations & Supply Chain Management Club. Competed in the case competition sponsored by Association of Supply Chain Management and Deloitte & Touché. Students made it to Round Two.

**EDUCATION**

**PhD Organization and Management**

Capella University, Minneapolis, Minnesota

August 2015

**Master’s in Public Administration, MPA**

University of Michigan, Ann Arbor, Michigan

May, 1987

**Bachelor of Business Administration, BBA**

Eastern Michigan University, Ypsilanti, Michigan

June 1970

## PROFESSIONAL DEVELOPMENT

### **Project Management Institute      Annual Congress      September, 2020**

Attended virtual conference to increase professional development units required for PMP certification renewal expected September 2021. Attended several sessions on Courageous Cultures, Transforming Against Crisis, Disciplined Agile Enterprise, Assessing Change Readiness for Implementation Plans, Project Team Culture, and Going from Industry Leader to Classroom Teacher.

### **Introduction to SAP S/4 HANA      SAP University Alliances      July, 2020**

Faculty and teachers are invited to learn SAP S/4HANA. Join SAP University Alliances and access software, Learning Journeys, courses, and certification options. Then integrate SAP S/4HANA into your courses to educate students on next generation business processes and prepare them to earn a valuable industry certification. Earned a SAP S/4 HANA certificate.

### **SAP Analytics      SAP University Alliances      July, 2020**

Faculty learn how to access SAP Predictive Analytics in the Cloud. Course explores how to do data exploration, and visualization with large databases. SAP Predictive Analytics helps managers make decisions based on accurate metrics and real-time Business Intelligence. Earned SAP Analytics certificate.

### **SAP Blockchain Services      SAP University Alliances      July, 2020**

Faculty learn how Blockchain is an open, borderless, decentralized, public, trustless, permission less, immutable record of transactions of digital currency exchange. Transactions are peer-to-peer using Bitcoins (digital currency) in a public distributed ledger. Earned a SAP Blockchain certificate and a bitcoin.

### **CSU Quality Online Learning and Teaching (QOLT)      Feb. 2020**

Faculty learn how to create Online Learning courses. Topics covered include (1) aligning learning objectives to course objectives, (2) defining measurable outcomes, (3) how to use universal design to include disabled students, (4) how to build community interaction in your course, (5) created mini lectures, (6) apply principles to create effective video presentations, (7) methods to give sincere feedback and assessments, and (8) the power of reflection assignments for students to write their perspectives of what they learned in each assignment.

### **SAP Next-Gen Chapter Conference 2019**

University of Wisconsin, Milwaukee, Wisconsin      July, 2019

Purpose of the Conference was to learn about the latest academic offerings from SAP University Alliances, how to use SAP curriculum, and understand Next-Gen Chapters.

- Attended Keynote presentation – Ron Gibson, VP & CIO – Johnsonville, LLC
- Attended several workshops on ERPSIM, SAP Analytics, and SAP HANA 4.

### **Strategic Management – Corporate Governance**

Harvard University, Cambridge, Massachusetts      July, 2017

- Class sessions were a mix of lecture, case and topic discussions, and debriefings aimed at demonstrating a principle in action.

- The focus of the course required evaluating the effectiveness of governance roles and responsibilities, understanding strengths and blind spots, recognizing the implications of behaviors and actions, and developing skills for addressing difficult governance situations and advancing monitoring, strategic planning, value creation and risk oversight by a board of directors.

### **ERPsims Level One Training**

August, 2017 & December 2018

Chico State University, Chico, California

- ERPsims is a unique business simulation technology developed by HEC Montreal to provide Enterprise Resource Planning for hands-on problem-based learning. In Fall semester 2017, the ERPsims introductory and extended manufacturing simulations are being implemented in three sections of my OSCM 306 classes

### **Agile Application: Using the Scrum Framework**

August 2018

Sacramento Regional Fire Communications Center, Rancho Cordova, CA

- Workshop discussed the foundational knowledge of Agile and the Agile Mindset. Agile shifts the organization to put the customer first as a product owner. The customer provides feedback continuously throughout the Agile project. Scrum practices were applied a project to build a prototype website.

## **CONFERENCE**

### **Academy of Management Annual Conference**

80<sup>th</sup> Annual Meeting

August 2020

Attended several sessions on Director Network Ties, Social Inequality, Cultural Differences, Employee Performance, Work Engagement, and Organizational Justice. Attended session with Academy of Management Editors where they explained what type of research expected for each AOM journal.

### **Academy of Management Annual Conference**

August 2016

#### **– Making Organizations Meaningful - International Business Division**

- Chair of Paper Session – Board of Directors Influences – Introduced speakers and their papers: Bersant Hobdari, Copenhagen Business School; Pei Sun, Fudan University; Jerry Goodstein, Washington State University; Jakob Mueller, WU Vienna University of Business and Economics, and Ryan Federo, ESADE Business School.
- Invited to attend International Management Division Junior Faculty Consortium. Presenters included: Kristina Makela, Aalto University; Kazuhiro Asakawa, Keio University; Ingmar Bjorkman, Aalto University; John Cantrell, Rutgers University; Rebecca Reuber, University of Toronto; Elizabeth Rose, University of Otago; Kendall Roth, University of South Carolina; Michael Witt, INSEAD; and Andreas Schotter, Ivey Business School.

## **PUBLICATIONS**

### **Dissertation – Organization and Management, Capella University**

Trivedi, C. (2015). Comparing the Difference in Firm Performance between Firms with or without Foreign Board Membership. Ann Arbor, MI: ProQuest-CSA, LLC.

### **Book – Computer Information Systems, DeAnza College, Cupertino, CA**

Trivedi, C. (2003). *Wide Area Networks*. Minneapolis, MN: EMC/Paradigm Publishing.  
Note: Still used by John Kowalski at St. Clair County Community College, Port Huron, Michigan.

### **Master’s Thesis – Public Administration, University of Michigan**

Trivedi, C. (1987). Budgetary Decision Making Under Fiscal Stress in Hospitals: A Comparative Study. Dearborn, MI: University of Michigan.

## **RESEARCH**

### **Product Innovation Using Agile Practices in the Classroom**

**Authors: Carol Trivedi, Christine Witt, and Fariba Aminimalroayae**

We designed a theoretical multi-phase student team-based Agile project as part of an undergraduate supply chain management course. The project is designed using team-based learning of Agile methodologies. Student teams work through the phases of a theoretical Agile product innovation for a Fortune 500 company throughout the semester. Students imagine how a product launch occurs and applies Agile practices to pretend to build the product.

### **Using Flipped Instruction in a Technology Enhanced Environment**

**Authors: Christine Witt, Carol Trivedi, and Fariba Aminimalroayae**

This article examines the effect of designed conceptual, procedural, and metacognitive scaffolding on team performance during an Enterprise Resource Planning simulation (ERPsim) in the flipped classroom. The scaffolds were embedded in an ERPsim learning unit within a flipped classroom to support student inquiry and team performance. The 120 participants in a randomized control group consisted of undergraduate students enrolled in an introductory supply chain management class that was designed with flipped instruction.

### **Foreign Directors: Is There a Difference in Performance of U.S. Global MNCs**

**Authors: Carol Trivedi and Michael Rehg**

This research study is built on the body of literature which pertains to the theoretical concepts of corporate governance, the composition and structure of the board, and the difference in firm performance between firms with a foreign board member and those firms that do not have a foreign board member. As companies expand globally, corporate directors encounter new responsibilities extending across countries. As manufacturing facilities and offices are established overseas, they begin to consider the need for people on the board with international experience. However, even when they are expanding globally, U.S. multinationals have not added foreign directors to their boards.

## **TEACHING EXPERIENCE**

**California State University  
Chico, CA**

**Lecturer, Management**

**2015-Present**

- Instruct between 102-238 students each semester in the College of Business, Department of Management. Encourage student centric learning through the use of interactive problem-solving computer exercises, group discussions, projects, current events, and real-world case studies.

Courses taught include:

MGMT 304-06	Human Resource Management	Fall 2015
BADM 101-08	Understanding Global Business	Fall 2015,
BADM 101-11		Spring 2018
MGMT 303-02	Survey of Management	Spring 2016, Fall 2016, Fall 2017, Spring 2018
MGMT 303-03	Survey of Management	Spring 2017
MGMT 303-04	Survey of Management	Spring 2016, Fall 2016
MGMT 303-11	Survey of Management	Fall 2018
MGMT 304-01 & 304-03	Human Resource Management	Spring 2016, Fall 21, Fall 2017, Fall 2018, 2019, 2020  Spring 2019, 2020
MGMT 432-01	Recruitment & Selection	Fall 2016
MGMT 442-01	Individual Differences	Fall 2019, 2020, Sprg 2019, 2020

- Feedback on student evaluations were judged to be very effective.
- Use student centered learning methods to engage students with current events, case studies, and problem-solving learning activities.
- In Human Resource Management and Operations Management, students participate in groups using an electronic “real world” simulation. The simulations provide opportunities for group business decision making and students learn from feedback about the results of those decisions.
- Participate in faculty meetings, research discussions, CELT, and collaboration with other faculty.

**California State University**

**Lecturer, Business Information Systems 2017-Present**

## Chico, CA

- Instruct between 135-180 students each semester in the College of Business, Department of Information Systems. Encourage student centric learning using interactive problem-solving computer exercises, group discussions, projects, current events, and real-world case studies.

Courses taught in BIS include:

OSCM 306-01 Operations Management	Fall 2017, 2018, 2019, 2020. Spring 2019, 2020
OSCM 306-02 Operations Management	Fall 2017, 2018, 2019, 2020. Spring 2019, 2020
OSCM 306-03 Operations Management	Fall 2017, 2018, 2019, 2020. Spring 2019, 2020
OSCM 306-04 Operations Management	Spring 2017, 2018, Fall 2017, Fall 2020
OSCM 306-05 Operations Management	Spring 2017, 2018, 2019
OSCM 306-06 Operations Management	Spring 2017, 2019

- Feedback on student evaluations were judged to be very effective.
- Use student-centered learning methods to engage students with current events, case studies, definition matching and problem-solving learning activities.
- Introduces business processes using a group Infographic assignment. Students explain with graphics the Purchasing, Sales, Marketing, Master Schedule, Logistics, Legal, and Finance processes. This prepares the students for ERPsim and SAP assignments.
- In Operations Management, students take part in groups using an electronic “real world” simulation of ERPsim Distribution and Manufacturing. The simulations provide opportunities for group business decision making and students learn from feedback about the results of those decisions
- A group assignment using Agile templates to plan product innovation for 10 Fortune 500 companies. Students learn how to plan the project from beginning to end using Agile practices.
- Participate in faculty meetings, research discussions, CELT, and collaboration with other faculty.

## University of Phoenix Sacramento, CA

### Associate Faculty

2002-2015

- Teach 15-25 diverse undergraduate students per course in: Business, Project Management, Information Systems & Technology, and Healthcare Information Systems.
- Courses taught include:

BCOM 275 Business Communications & Critical Thinking	MGT 350 Critical Thinking: Strategies in Decision Making
CMGT 410 Project Implementation	CMGT 400 Information Assurance Security
HCS 482 Healthcare Informatics	CMGT 430 Enterprise Security Systems
HCS 483 Introduction to Health Care Information Systems	NTC362 Network and Telecommunications Concepts
BIS219 Business Information Systems	ENG221 Technical Writing Fundamentals

- Consistently receive high student evaluations in all classes taught.
- Use diverse learning methods to engage students to interact with problem-based learning exercises and case studies.
- Develop course materials that closely align with course objectives to enhance student learning.
- Participate in faculty meetings, CAMs, workshops, and graduation.

**ITT Technical Institute  
Rancho Cordova, CA**

**Adjunct Faculty**

**2005-2015**

- Instruct 8 -15 diverse students per class in bachelor level courses in Project Management using Project Management Institute (PMI) methodology and aligned with the PMBOK 4<sup>th</sup> edition.
- Courses taught include:
 

PM3110 Introduction to Project Management	PM3240 Procurement & Contract Management
PM3325 Project Quality Management	PM4530 Global Project Management
PM4620 Project Risk Management	PM3220 Project Communication & Documentation
PM4799 Project Management Capstone	
PM341 Cost and Budget Management	PM454 Human Factors in Project Management
- Develop student's ability to prepare for Project Management PMI Certification.
- Participate regularly in faculty meetings.
- Consistently receive high student evaluations in all classes taught.

**Heald College  
Roseville, CA**

**Adjunct Faculty**

**2009-2015**

- Taught a diverse group of 11-15 students per class in the Information Security & Network Administration program.
- Courses taught include:
 

Infotech 286 Defensive Countermeasures	Infotech 218D Windows Network Administration
Infotech 262 Introduction to Security	
Infotech 233 Computer Forensics	Infotech 266 Ethical Hacking
Infotech 223D Linux System Administration	Infotec 242 Introduction to Routing Concepts
Infotec 285 Disaster Recovery	CompApp 103 – Word 2010, Excel 2010, PowerPoint 2010
- Students provide good feedback and high evaluation marks on all courses taught.
- Engage students with group work, eLearning simulations, and real-world case studies to directly apply the course concepts learned to future career success.





**Heald College  
Roseville, CA**

**Program Director, Information Technology**

**2013-2015**

- Managed the Information Technology program of 138 diverse students and 15 instructors. Advised students on prerequisite courses required, program progress, and GPA performance. Hired and mentored instructors to deliver problem-based learning to prepare students for jobs in their field.
  - Partnered with PG & E and FBI to present career planning sessions where students were able to ask questions about interviewing, resumes, and follow up tips for job seeking.
  - Reignited a peer-to-peer mentoring group for first quarter and reenter students to assist students in their adjustment to college life.
  - Hosted 15 local employers to discuss current curriculum and their recommendations for improvement at IT Advisory Board meeting.
  - Introduced eLearning to IT courses to increase student engagement. Conducted a survey to assess effectiveness and students were very satisfied. When the vendor of the eLearning software visited the campus, escorted them to several classes to discuss feedback from the students.
  - Initiated a project to introduce Blended Learning to English and Math classes to boost student centered learning and close the achievement gap. Campus closed before implementation could occur.

**Sutter Health**

**Project Consultant**

**2011**

**Dynamic Staffing**

**Rancho Cordova, CA**

- Coordinated activities and resources for Electronic Health Records (e-HR) projects to interface biomedical imaging devices and legacy financial systems to EPIC.
- Coordinated Unit and Integration testing for each interface from biomedical devices to EPIC. Kept issue log for each interface that did not pass test plan and worked with developer until solution passed.
- Maintained Microsoft Project schedules, log issues, and risks into Project Web Access (PWA).
- Attended project status meetings with other project managers to discuss and evaluate project timelines, key milestones, and risk mitigation strategies.
- Followed Sutter project management processes, SDLC phases of work, and PMI methodologies to keep projects on time and adhere to the quality standards to meet customer expectations.
- Attended daily leadership meetings to discuss critical issues, timelines, and report project work efforts.

**Ophthalmic Imaging Systems  
Sacramento, CA**

**Manager**

**2006-2010**

- Formed the Project Management department, interviewed candidates, and established a team with a primary focus to achieve customer satisfaction with the installation, configuration, training, and go-live support provided by OIS.
- Led and developed a team that increased revenue to OIS by \$2 million by winning Requests for Proposals (RFPs).
- Worked with IT staff and Ophthalmology physicians at Mayo Clinic, Bascom Palmer, Kellogg, Kresge, and Mount Sinai to implement digital imaging in Ophthalmology.
- Provided assistance for structured data extraction of patient demographics, physician data, ophthalmic test results to and from EPIC at Cornell and Kaiser Permanente.
- Developed test plans for storage of digital images in DICOM format to servers at Ochsner and Kaiser Permanente.
- Coordinated and wrote three major training programs for Clinical Technologists, PACS Administrators, Physicians, and Fundus Photographers, VSAs, and RNs at Kaiser Permanente.
- Managed 25 OIS Practice Management / Electronic Medical Records / EMR projects across the United States from inception to deployment.
- Setup the Project Office and recommended modifications to improve procedures and functions of project managers.
- Led the development and implementation of best practices following the PMI methodology for initiating, planning, executing, monitoring/controlling, and closing projects and participate in cross functional process development. Managed the interaction with all internal and external customers on project definition, estimation, prioritization, quality, risk management, and resourcing.

**Surf Control**

**Senior Project Manager**

**2003 – 2005**

**Scotts Valley, CA**

- Managed projects for development team of ten comprised of programmers, analysts, system administrators and DBAs responsible for supporting infrastructure departments (Marketing, Finance, Sales, HR and Purchasing).
- Streamlined financial system 40% by consolidating reporting for regional account receivable, sales registers, and revenue recognition into global reports.
- Implemented Enterprise MS Project Server and MS SharePoint Team Services to better organize project plans, issues, procedures, and training documents over the Web.
- Organized the implementation of three custom developed systems for Purchase Requisition System, Reseller Authorization Marketing Program and Global Financial System.
- Developed detailed work plans, schedules, resource plans, budgets, and status reports. Led the team using SDLC methodology to plan projects based on requirements and system analysis.
- Responsible for day-to-day quality assurance of business continuity, customer service, communications, administrative, business process and systems related to each specific project.

**Sand Hill Systems**

**Director of Information Systems**

**2000 - 2003**

## **San Jose, CA**

- Directed maintenance and support team in coordinating strategic planning, technical direction, and resource allocation in addition to delivering cost effective solutions while adhering to goals, objectives, strategies, and procedures.
- Evaluated and implemented cost effective, advanced technologies that streamlined company operations by 30%.
- Reduced \$1 million budget by \$250,000 by skillfully negotiating contracts with consulting firms for remote access, offsite storage, co-location, and PBX management.
- Worked with customers to define requirements for software, documentation, and educational programs which improved customer satisfaction by 20%.
- Coordinated and facilitated the development of business and technical requirements, system design, configuration, testing, training, conversion, activation activities, and transition to support.
- Evaluated overall operations of information technology functions and recommended enhancements. Advised senior management on strategic systems conversions and integrations in support of business goals and objectives.
- Responsible for employee hiring, training, supervision, and evaluation to ensure projects were met on time and within budget.

## **Adobe Systems**

### **Manager, Corporate Servers**

**1996 – 2000**

## **San Jose, CA**

- Managed a group of Senior Systems Engineers responsible for 7 x 24 monitoring and support of Adobe's Corporate Infrastructure servers in San Jose and Seattle. Team met all monthly, quarterly and yearly deadlines.
- Managed cost effective \$1 million dollar budget.
- Planned LDAP schema design for integration between Netware and Netscape Directory Services, I Planet Messaging and Corporate Time calendaring.
- Recommended server platform change which saved \$200,000.
- Negotiated with vendor to save \$120,000 worldwide for Global Corporate License Agreement for Netware rollout in Europe & Asia Pacific.
- Managed calendar conversion of 3,000 users worldwide over a single weekend.
- Worked closely with the other departmental IT staff to identify, recommend, develop, implement, and support cost-effective technology solutions for all aspects of the organization.

## **National Semiconductor**

### **Network Planner**

**1995 – 1996**

## **Santa Clara, CA**

- Responsible for project planning for all Corporate LAN installations in the NSC Enterprise and coordinated with site administrators from Europe, Asia Pacific and South America to publish Worldwide LAN standards and guidelines.
- Planned, supported, and maintained the implementation of Novell LANs worldwide and developed guidelines for scheduling upgrades and patches to servers to deliver reliable network performance.

## Technical Expertise

### Certifications

- PMP, PMI, Project Management Certification
- Security+, CompTIA
- IBM Netfinity Certified
- Certified Netware Engineer (CNE)
- Tricord authorized service technician
- NetFrame service technician
- IBM, Apple, AST certified technician

### Applications

- SQL Server 2005
- SharePoint Server 2007
- MS Office 2013 (Word, Excel, PowerPoint, Outlook, Visio, Publisher)
- SAP, Human Capital Management, and Production Planning and Execution
- MS Project 2007, 2010
- ERPSim certified 2017, 2018
- Adobe InDesign, Photoshop, Captivate

### Network Software

- Active Directory
- Netware Directory Services
- Sniffer Network Analyzer
- Unix, Fedora, Ubuntu Linux
- Implementation of DHCP, DNS, FTP

### Professional Affiliations

- AMA, American Management Association
- PMI, Project Management Institute
- Association of Supply Chain Management (ASCM)
- SHRM, Society of Human Resource Management