

**UNIVERSITY OF MASSACHUSETTS LOWELL**  
**1 University Avenue**  
**Lowell, Massachusetts 01854**

**PF #6: COMPREHENSIVE PROFESSIONAL VITA**

Name Diane Vacarra

Department. Management College Manning School of Business

Rank/Title Visiting Instructor Field Strategy, Organizational Change, Organizational Behavior, Leadership, Teams

**A. EDUCATION AND ACADEMIC QUALIFICATIONS**

**1. Education**

MBA, Simmons School of Management, 2001

Accelerated Bachelor of Science Program, Metropolitan College, Boston University, 1993

**Other Education and Training**

Wikipedia Scholar Certificate, 2019

*Wikipedia Contributing Scholar Training and Integrating*

*Wikipedia in the Classroom Training Modules*

Taft Education Center

*Archival Management, Certificate*

*Mental Health First Aid Training Certification 2023*

**2. Academic and Administrative Experience**

**B. PROFESSIONAL ACTIVITIES**

**1. Professional Association Participation (state nature of participation: paper read, discussant, office holder, etc.)**

**Presentations**

**Other Professional Association Activities**

**Conferences and Webinars**

**5.23.23** *Harvard Business School Seminar: How ChatGPT and Other AI Tools Can Maximize the Learning Potential of Your Case-Based Classes*

**5.22-23.23** UML, Student Affairs, Prevention & Education, *Mental Health Training Certification*

**2.9.23** *Navigating the Perfect Storm: How the Pandemic is Forcing a Reimagination of Higher Education and Workforce Preparedness*, R Raghu Krishnamoorthy, Senior Fellow Director of the Chief Learning Officer doctoral program, University of Pennsylvania

**11.10.22** *Why Undergraduate Students (and Faculty) Struggle with Active Learning*, Michael Roberto, Trustee Professor of Management at University, Smithfield, RI

**7.22.22** *Student Engagement Strategies That Work: How to Make Your Classroom Safe and Noisy*, Dr. Patti O'Brien-Richardson, Associate Professor, Undergraduate Public Health, Edward J Bloustein School of Planning and Public Policy, Rutgers, New Jersey

**6.23.22** *The New Executive Education—Erasing the In-Person vs. Online Dichotomy*, Professor Mohanbir Sawhney, Associate Dean for Digital Innovation Kellogg School of Management, Northwestern University

**6.9.22** Seminar: *Performance that Matters, the Ultimate Test for Management, Summer Digital Global Forum Peter Drucker*

**6.14.22** Workshops: *Performance that Matters, the Ultimate Test for Management, Summer Digital Global Forum Peter Drucker*  
[https://www.druckerforum.org/files/2022/DSF\\_Program/DSF22\\_Program\\_June\\_9\\_Zoom\\_links.pdf](https://www.druckerforum.org/files/2022/DSF_Program/DSF22_Program_June_9_Zoom_links.pdf)

**6.23.22** *The New Executive Education—Erasing the In-Person vs. Online Dichotomy*, Professor Mohanbir Sawhney, Associate Dean, Digital Innovation, Kellogg School of Management, Northwestern University.

**7.21.22** *Student Engagement Strategies That Work: How to Make Your Classroom Safe & Noisy*, Dr. Patti O'Brien-Richardson, Associate Professor, Undergraduate Public Health Edward J Bloustein School of Planning and Public Policy, Rutgers, New Jersey.

**10.28.21** *Normal Isn't Coming Back. What Can Educators and Students Do to Adapt in Our Ever-Changing Learning Environment?* Michellana Jester, Global Economics and Management at MIT Sloan School of Management.

**9.16.21** *Designing Engaging Learning Experiences for Undergraduates*, Michael Roberto, Trustee Professor of Management, Bryant University

9.21.20 *Tips for navigating the hybrid classroom*

2.22.21 *Reducing Cognitive Load: Focusing on What Matters in Online and Hybrid Teaching*

3.3.21 *Getting - and Then Keeping - Students Engaged*

6.20.21 *Inside Harvard Business School's MBA and Executive Education Programs: Perspectives on a Year of Challenges and Innovation—and Planning for the Future*

7.21.21 *Designing Better Courses: Blending the Best of Pre- and Post-Pandemic Pedagogy*

### **Aspen Institute Business and Society Program**

2.2021 *Fresh Thinking on the Purpose of the Corporation*

### **UMass\Lowell, Wikipedia, Women in Red Project, 2019**

A Wikipedia project, that focuses on editing and creating articles about notable women

**Aspen Institute**

**Aspen Undergraduate Consortium 2019**

**June 16-18, 2019**

**Boston University, Questrom School of Business**

**Sessions attended:**

*Teaching Immersions*

*The place of liberal arts in business education*

*The Case for Space: Designing Learning-Centered Environments*

*Cross-College Challenge at Boston University*

*Place & Leadership*

*Place, Community & Sustainability*

*Redrawing the Map for Liberal Learning*

*Building Inclusive Places through Brave Engagement*

Case studies:

*Semester-in-the-City and University of New Hampshire*

*Creative Placemaking at University of Wisconsin, Madison*

*Building New Curricular Connections at Boston University*

**Academy of Management**

**National and Boston Chapters 2017, 2018, 2019, 2020**

**Annual Conference, 2019**

**Paper Review Committee, Annual Conference, 2019**

**Kodaly Center of America**

Board of Directors 2004-2012.

Strategic planning initiative- redefined the organization's goals and mission 2011-2013.

Transition team 2015-2017.

Archives development, transfer to permanent facility, 2016

**Conferences Attended for Professional Development (not listed under "Professional Association Participation)**

**New England Decision Sciences Institute Conference, Chair and Faculty Workshop**  
AACSB Standards, Providence, RI, April 2018

**6th Annual Deshpande Symposium 2017**

**Cohousing Association of the U.S., NE Conference, Amherst, MA 2018**

**Professional Association Memberships**

**Institute of Behavioral and Applied Management, member, 2012-2017, 2020-21**

## 2. Professional Honors and Awards

### 3. Non-Teaching Activities (Consulting)

- **Change Management, customer service and communications**, Private Medical Practice, Boston, MA, Harvard University Affiliated, , biannual meetings, **2019, 2020**
- **Change Management and Strategic Planning, Cardiology Practice**  
Work with principles and staff in assessing problems and targeting areas for improvement due to changing business environment in regulatory, privacy, record keeping, communication methods, insurance requirements, etc. The goal: Managing changes while keeping focused on high quality, personalized care and keeping the practice competitive and relevant. Agreed to a five-year plan, started in 2018; to reviewed and revised on an ongoing basis. 2019, 2020, 2021, [22- 23](#)
- **Consultant, Technology Educational Programs, Town of Framingham, 2014-2018**  
Strategic planning and change issues: Reviewed prior programs that I designed and implemented previously. Surveyed and measured their effectiveness, assisted in setting new goals based on current and projected changes in demographics and the needs of the community. (Pro Bono)

### 4. Professionally Related Work

#### **Project Manager SAP/Wellesley Information Services (2007-2009)**

Developed SAP educational programs and conferences, nationally and internationally for Fortune 1000 corporations.

- *Client Companies included: Baker Hughes, BMW, BP/Amoco, Bristol Myers Squibb, CITGO Petroleum, Coca-Cola, DuPont, Ernest & Young, Exxon Mobil, Intel, Lockheed, NASA, National Grid Transco, The Home Depot SSC, Valero Energy Co. (An extensive list of client companies can be found at): <https://global.cmich.edu/programs/content/mba/CompaniesWhoUseSAP.pdf>*
- *Projects included: Managing Change in Business Organizations, Business Process Optimization, Business Intelligence, Business Planning and Consolidation, Developing Centers of Excellence, Human Resource Management, Finance, Master Data Management, Governance, Risk, and Compliance, Service-Oriented Architecture, and Portal Design and Management.*
- Managed a staff of 30-plus people from various departments: editing, copyediting, Web production, publications, on-site logistics, travel, marketing, and sales.
- Recruited and collaborated with subject-matter experts and thought leaders from organizations such as NASA, Colgate-Palmolive, Johnson and Johnson, Accenture, Bearing Point, Capgemini, Deloitte Consulting LLP, IBM Global Services to produce case studies highlighting best practices for using SAP technology in large organizations.
- Full team and project management from concept to implementation, profitability, after-action review, and continuous improvement.
- Exceeded client satisfaction and revenue goals.

### **Project Manager, Taylor & Francis Publishing/Informa, USA (2005-2007)**

Developed projects in web-based learning, on site conferences, and seminars, for national and international audiences in emerging technologies, life sciences, and biotechnology.

- Conducted strategic planning, analyzed return on investment for various projects, set financial guidelines and budgets to ensure successful and profitable projects.
- Collaborated with academic and scientific leaders to produce conferences and publish findings in professional journals such as Bioethics, Nanotechnology, Nanotoxicology, Material Sciences, Green Chemistry, Drug Discovery and Biotechnology.
- Identified and recruited scientists and industry leaders as advisors and contributors.
- Issued call for papers, set up review boards for paper selection for presentation and publication.
- Partnered with organizations for program participation and financial support such as the National Institute of Health, the National Institute of Occupational Safety and Health, the American Society of Chemistry, and the US Air Force, Department of Defense.
- Partnered with Informa Academic Publishing to publish research.
- Led teams to consistently deliver successful projects on time and on budget.

### **Program Manager, DuPont-KDI Division (1994-2002)**

Led the opening of a new division that targeted new market segments and a change in product branding. Developed marketing and educational programs aimed at the healthcare, life sciences, and higher education market segments that led to an increase in sales of 30% the first year.

- Oversaw implementation of strategic plans that consistently increased brand awareness, client loyalty and revenue.
- Instituted a broad-based marketing campaign that included advertising, public relations, media, web and targeted communications, participated in professional organizations, and sponsored educational programs based on DuPont product specifications as they relate to targeted industries.
- Gained continuing education accreditation for programs required for professional licensing from organizations such as the American Institute of Architects and the Construction Specifiers' Institute.
- Increased revenue in the first year by 30%, 20% in subsequent years.

### **Vice President, AW Hastings of Massachusetts, Inc., Commercial Division (10 years)**

Directed and evaluated all aspects of the division's administrative functions and performance, reported to the company's board of directors.

- Conducted long term strategic planning.
- Developed pro forma sales, income, and cash flow forecasts.
- Provided solutions to various business challenges in relation to meeting revenue goals.
- Set level of service standards and monitoring.
- Controlled costs.
- Maintained continuous process improvement to meet goals for revenue growth.

## **Non-Profit Management**

### **Information Technology and Educational Program Manager, Town of Framingham (2011-2014)**

Led a team of professionals in managing and maintaining a technology center for in-house staff and created educational programs for the general population.

- Recruited and managed a team of technical consultants and educators.
- Developed curricula for professional training and community education sessions.
- Obtained funding through grants and sponsorships: Recent grants included funding for computer lab equipment for public use.

### **Business Manager, Kodaly Center of America (1991-1993)**

Managed the business and financial operations for this non-profit educational foundation and established historical archives.

- Oversaw the donor and membership outreach programs, grant and fund-raising initiatives and related special events.
- Researched and acquired grants and managed grant funding. Edited published and supervised circulation of a monthly newsletter.
- Conducted cash flow analysis, financial planning, tax reporting and assisted in year-end financial audits.
- Established an archive of historic manuscripts, publications, photographs, documents and letters from founders, Zoltan Kodaly and Anton Dvorak among others. Documented the history of the organization from its early years at the peak of the Cold War and its first supporters, the Ford Foundation, the Rockefeller Foundation, and some of its most celebrated sponsors such as Leonard Bernstein, Yo-Yo Ma and Sir Georg Solti.

## **Consulting, Education**

- **Harvard Medical School, Boston, MA**  
Curriculum development in collaboration with medical faculty for in person class (versus virtual of last two years). Class to be held on campus at Harvard Medical School, Boston 5.3.2023.
- **Harvard Medical School, Boston, MA**  
Collaborated with medical faculty to create and present a case study module to practice critical thinking, including interviewing, direct observation, problem identification, alternative solutions and recommendations. Delivered in a virtual classroom to medical students. Preparations and meetings 1.5.22-4.30.22. Tutorial held 5.3.22
- **Harvard Medical School, Boston, MA**  
Collaborated with medical faculty to develop a teaching module in case study analysis for a virtual classroom, delivered to first year medical students. Participated in presenting class sessions. 1.4.2021-5.20.2021

## C. RESEARCH

1. Grants and Contracts
2. Academic and Professional Publications
3. Work in Progress
4. Other Research

## CI. SERVICE ACTIVITIES

### 1. Community Activities

**City of Framingham**, Medical Emergency Response Team, **member since 2015**

**Framingham Adult English as a Second Language Program**, Instructor

**Literacy Volunteers of America**, Instructor

### 2. Committee Activities

MBA Council Committee, 2019, 2020

**Assessment Committee**, 2018, 2019, 2020, **2021-2022, 2022-2023**

Honors College Project Mentor 2015-2016, 2017-2018,

Honors College, Pilot Program, Strategic Management, 2019

Department of Management, Student Involvement Initiative Committee 2016-2017

Management Society, Launch Committee 2016-2017

**Scholarship Review Committee** 2017, 2018, 2019, 2020,  
2021, **2022, 23**

Student and Alumna Affairs Committee, Chair, 2016

**Faculty Harbormaster**, ongoing since 2017, 2019, 2020,  
**2021, 2022, 2023**

Department of Management, Mentor to instructors for on-campus and continuing education courses 2014-present, as needed. 2019, 2020, 2021, **2022, 2023**

### 3. Other Service Activities

UML Graduate Student Mental Health Webinar/Discussion, 2020

UML/WIKI Women in Red Project 2019-2020

**Mental Health Advocate. The Manning School, Faculty Representative 2023**

## E. INSTRUCTION RELATED ACTIVITY

### 1. Teaching

**2003-2005 Boston University, Questrom School of Business, Department: Organizational Behavior, Instructor, *Leadership, Organizational Behavior, Managing Teams.***

**UMass Lowell, Manning School of Business, Department of Management**

**Fall 2014**

6010 (2 sections included Abitus), online

6010 Managing Organizational Change, on-campus

**Spring 2015**

4900 Strategic Management 208

4900 Strategic Management 301

6010 Managing Organizational Change, online

6010 Managing Organizational Change, on-campus

**Summer 2015**

6010- 061 Managing Organizational Change, online

6010- 062 Managing Organizational Change, online

**Fall 2015**

4910 Independent Study in Management, Honors Program

6010 Managing Organizational Change, online

6010 Managing Organizational Change, Abitus

6010 Managing Organizational Change, on-campus

**Spring 2016**

4900 Strategic Management

6010 Managing Organizational Change online

6010 Managing Organizational Change, on-campus

**Summer 2016**

5750 Business Fundamentals, online

6010 Managing Organizational Change, campus

6010 Managing Organizational Change, on-line

**Fall 2016**

6010 Managing Organizational Change, on-campus 6010

Managing Organizational Change, online

6010 Managing Organizational Change, online

**Spring 2017**

4900 Strategic Management

6010 Online (2 sections)

6010 Abitus (4)

6010 On-campus

**Summer 2017**

6010 Managing Organizational Change, on-campus

6010 Managing Organizational Change, online Teaching

**Fall 2017**

4900 Strategic Management

6010 Managing Organizational Change, on campus

6010 Managing Organizational Change, online

**Spring 2018**

4910 Independent Study in Management, Honors Program  
4900 Strategic Management  
6010 Managing Organizational Change, online

**Summer 2018**

6010 Managing Organizational Change, on-campus  
6010 Managing Organizational Change, online

**Fall 2018**

4900 -204 Strategic Management  
6010-061 Managing Organizational Change, online  
6010-063 Managing Organizational Change, online

**Spring 2019**

4900-204 Strategic Management  
6010-061 Managing Organizational Change  
6010-061 Managing Organizational Change

**Summer 2019**

6010-061/AB1 Managing Organizational Change  
6010-062/AB2 Managing Organizational Change  
6010-063/AB3 Managing Organizational Change

**Fall 2019**

6010-061 Managing Organizational Change  
6010-062 Managing Organizational Change  
4900-212 Strategic Management  
4900-216 Strategic Management

**Winter 2019**

6010-061/AB1 Managing Organizational Change, Online  
6010-063/AB3 Managing Organizational Change, Online Abitus

**Summer 2019**

6010-061 Managing Organizational Change  
6010-061 Managing Organizational Change

**Fall 2020**

4900 -212 Strategic Management, Virtual  
6010-061/AB1 Managing Organizational Change, online  
6010-062/AB2 Managing Organizational Change, online  
6010-063/AB3 Managing Organizational Change, online

**Spring 2021**

4900 -201 Strategic Management, Virtual  
6010-081/AB1 Managing Organizational Change  
6010-083/AB3 Managing Organizational Change  
6010-084/AB4 Managing Organizational Change

**Summer 2021**

6010-081 Managing Organizational Change, online  
6010-082 Managing Organizational Change, online

**Fall 2021**

4900 -212 Strategic Management  
6010-081/AB1 Managing Organizational Change, online  
6010-081/AB2 Managing Organizational Change, online  
6010-081/AB4 Managing Organizational Change, online

**Spring, 2022**

4900 -211 Strategic Management

4900 -213 Strategic Management

6010-081/AB1 Managing Organizational Change, online 6010-081/AB2

Managing Organizational Change, online 6010-081/AB4 Managing Organizational Change, online

**Fall 2022**

4900 -212 Strategic Management

6010-081/AB1 Managing Organizational Change, online 6010-082/AB2 Managing Organizational Change, online 6010-083/AB3 Managing Organizational Change, online

**Spring, 2023**

4900 -211 Strategic Management

4900 -213 Strategic Management

6010-081/AB1 Managing Organizational Change, online

6010-082/AB2 Managing Organizational Change, online

**Summer 2023**

6010-081 Managing Organizational Change, online

**2. Other Instructional Accomplishments**

Developed, Online curriculum, MGMT 6010, Managing Organizational Change, 8-week format, January 2021

Developed Online course, MGMT 5750 Business Fundamentals

**Course Evaluation Results**

4900 Strategic Management, spring 2021: 4.68 & 4.91, 6010 Managing Organizational Change, Online, varies 4.0-5.0. 6010 Managing Organizational Change, On-campus, varies 4.5-5.0