

# Catherine A. Kendall, EdD, MBA, BS, PMP, CSM

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## SUMMARY

Catherine Kendall has 30 years of management experience working in the information technology (IT) field focused primarily on the Government industry. Ms. Kendall has held senior leadership positions in both the private sector as a former service delivery and operational executive at IBM and as a Chief Information Officer for the State of California Department of Conservation. Ms. Kendall holds her doctorate in education policy and a Master of Business Administration with an emphasis in Management Information Systems. Ms. Kendall is an experienced senior project manager and has led digital transformation planning efforts for both the State University of New York, the Equal Employment Opportunity Commission, and the University of California Agriculture and Natural Resources. She is also an adjunct-faculty at Sierra College in the information technology department and a lecturer at the UC Davis Graduate School of Management. Ms. Kendall is passionate about the value of education and is committed to ensuring low-income and vulnerable populations have equal and affordable access to a quality education as well as job opportunities that will allow for socio-economic advancement.

## PROFESSIONAL EXPERIENCE

**KAI Partners, Inc**  
**Sacramento, CA**

**Managing Director**  
**03/2019 – Present**

- Lead requirements and procurement effort for the replacement of seven fragmented systems for the University of California Agriculture and Natural Resources (UC ANR)
- Manage managed information technology team and service delivery to seven clients.
- Led \$200 million SUNY Digital Transformation Project for all 64 SUNY campuses including authoring and implementing one of the first project governance structures to facilitate collaboration and innovation
- Manage and deliver information technology implementation project for the University of California Agriculture and Natural Resources (UCANR)
- Research, author, and present an in-depth evaluation on the alignment of the Federal Equal Employment Opportunity Commission's (EEOC) alignment with digital process transformation and automation executive orders
- Responsible for leading diverse teams of both business and technical consultants in deliver of consulting services to public, private, and non-profit sector clients
- Develop and manage the California Community College Chancellor's Office AWS Pilot Cloud Skills Program design, development, and implementation for 10 participating colleges
- Lead and facilitate the development of the AWS Pilot Cloud Skills Program grant and student scholarship in collaboration with the pilot colleges, Amazon, and the Foundation for the California Community Colleges
- Architect State University of New York (SUNY) IT project implementation standards, approach, and methodologies for SUNY Online
- Design and develop digital transformation implementation strategy for SUNY across all 64 New York State campuses
- Conduct knowledge transfer and educate SUNY staff on digital product implementation strategies and methods
- Delivered keynote address to SUNY Chief Information Officers on *Digital Transformation in Higher Education*
- Research and educate KAI consultants on consulting best practices, information technology trends, and leadership
- Teach KAI consultants financial accounting on a weekly basis in both in-person and online formats
- Manage and deliver KAIP's community involvement efforts including holiday basket drives for needy families in Sacramento County, Single Mom Strong sponsorships, and Stand-Up Placer golf event

**State of California Department of Conservation (DOC)**  
**Enterprise Technology Services Division (ETSD)**

**Chief Information Officer**  
**8/2016 – 3/2019**

- Responsible for all aspects of DOC information technology (IT) service delivery, hardware, software, security, agency reporting, and IT consulting vendors
- Lead team of 48 IT resources supporting IT for a department of 700 highly skilled and specialized scientists and engineers
- Transformed low-morale and low-productivity IT Division into a positive, cohesive, and productive team
- Developed mission, vision, and 2017 as well as 2018 IT strategic plan for ETSD that aligned IT work with DOC business objectives and distributed to all ETSD resources and executive leadership
- Provided a clear and simple annual vision to keep the IT Division focused: 2017: reduce technical debt and align priorities with the business; 2018: modernize sustainably; and 2019: adopt, adapt, advance
- Developed and deployed IT modernization plan to provide DOC with adaptive and flexible technology solutions to meet the changing regulatory and policy environment

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- Retired 75% of technical debt and modernized legacy, down level applications to be Azure cloud-ready
- Created a bimodal hosting plan for critical and non-critical computing resources by leveraging a combination of Microsoft Azure and Natural Resources Agency services
- Designed and lead migration of DOC critical computing resources and business applications to the Microsoft Azure cloud, which will be completed in 2019
- Lead deployment and adoption of the Azure Cloud DevOps for application development, testing, and deployment
- Invested in training programs to advance IT skillsets as well as provide cross-functional training to mitigate single point of failure risks and improve employee morale
- Lead and deployed a pilot 'detection, prevention, and protection' program (3P Labs) in partnership with the business to deliver a big data and analytics program in a low-IT maturity organization
- Managed early adoption of MSO 365 including email, MS Office, and Microsoft Power BI
- Spearheaded and lead Electronic Content Management (ECM) effort to minimize DOC's dependence on manual and paper-based processes with pilot planned for March 2019
- Offered Agile training to both IT and program employees and applied Agile approach to IT modernization efforts
- Editor-in-Chief of first department-wide IT newsletter called 'Write-Click' with the objective of keeping all-users apprised of division activities
- Deployed fully integrated information technology services management software to improve service delivery, implement service level agreements, and measure performance of IT Division to identify areas for improvement
- Implemented project portfolio management practices to prioritize activities and assign resources appropriately
- Met with distributed field sites semi-annually to understand and address IT needs and challenges, which reduced IT complaints to senior leadership

**KAI Partners, Inc**  
**Department of Conservation, Division of Oil, Gas and Geothermal Resources, WellSTAR Project**

**Technical Project Manager**  
**8/2015 – 8/2016**

- Authored Program Management Work Plan adopted by the Division for the accelerated implementation of a well management and data reporting system to support compliance requirements and deliver a single data repository containing oil, gas, and geothermal activities conducted in the State of California
- Developed and implementing compliance mitigation strategy to ensure compliance with SB-4, SB-1281, and EPA mandates are achieved independent of WellSTAR implementation
- Engage regularly with multiple key stakeholders including industry operators and the District Offices to support system acceptance
- Manage all aspects of the WellSTAR project including architecture, implementation, data management and conversion, organizational change management, and project management practices
- Provide Department Chief Information Officer and senior leadership with technical expertise and guidance on enterprise strategy including acquisition of additional software outside of WellSTAR

**KAI Partners, Inc**  
**California Medicaid Management Information System (CA-MMIS)**

**Program Manager**  
**8/2014 – 8/2015**

- Authored and implemented the Transition Management Plan to facilitate the end-user adoption of the new Health Enterprise application
  - Managed team of 5 individuals including state resources to develop As-Is and To-Be business processes, deliver regular communications to stakeholders, and work with the Xerox Transition Team
  - Managed Provider Application and Validation for Enrollment (PAVE) implementation project in collaboration with the CA-MMIS Project Director and the Provider Enrollment Division Chief
- Identified and recommended resolutions to key problems that introduced significant risk to the Division

**KAI Partners, Inc.**  
**Subcontractor for Accenture**

**Technical Writer and Subject Matter Expert**  
**12/2013 – 8/2016**

- Authored project management, testing, data conversion, system development lifecycle, work breakdown structures, application development methodology, and deliverable plan documents for both the California Teacher's Retirement System (CalSTRS) and University of California Retirement System (UCRS) request for proposal responses
  - Synthesized Accenture methodologies and best practices with request for proposal requirements and delivered documents on schedule
- Provide subject matter expertise and insight into the Child Welfare Services Case Management System legacy system to assist with development of the future solution

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**KAI Partners, Inc.**  
**Office of Statewide Health Planning and Development (OSHPD)**

**Project Manager**  
**6/2011 – 9/2011**

- Provided part-time project management support to the Unleashing Leaders team responsible for developing and delivering an organizational strategic plan
- Managed, tracked, and communicated regular project status on progress of the final deliverable to the client

**CGI Technologies & Solutions**  
**California Medicaid Management Information System (CA-MMIS)**

**Director of Consulting**  
**2/2010 – 2/2011**

- Managed \$160 million consulting services contract for delivery of Enterprise Project Management Office, Quality Management, Testing and Business Rules Extraction
- Supervised onboarding and transition of staff to Medicaid Business Partnership (MBP) team
- Responsible for customer relationship with prime vendor, Xerox and State of California Department of Health Care Services
- Lead and responsible for team of 30 people
- Managed all aspects of service delivery for CGI designated scope including budget, project management, deliverables management, contract management, risk management, issue management, customer satisfaction management, and quality management

**IBM Global Technology Services**  
**Child Welfare Services Outsourcing Project, State of California**

**Project Executive**  
**1/2004 – 1/2010**

- Managed \$868 million multi-year complex contract to deliver case management application and enterprise to 19,000+ social workers and other stakeholders distributed among 58 counties and 350 sites
- Supervised team of 75 project managers, architects, technical specialists, programmers' administrators, and field technicians
- Integrated help desk support with California state data center service desk
- Lead and responsible for Level 1, 2, and 3 support to provide end to end delivery of application management services, distributed server management, network services, help desk, workstation management, printer management, managed operations, and project management office
- Focused on customer needs by responding with urgency and creative solutions that draw upon IBM resources
- Drove delivery excellence resulting in exceeding service level agreements and implementing major application or infrastructure releases without negatively impacting end users
- Maintained excellent relationship with customers, stakeholders, and other vendors affiliated with Child Welfare Services
- Negotiated customer, supplier, and business partner contracts
- Maintained a satisfactory business and information technology controls posture
- Achieved average 9.5 out of 10 customer satisfaction rating

**IBM Global Services**  
**New York State Project Office & Delivery**

**Project Executive**  
**8/2002 – 1/2004**

- Managed 22 active customer contracts ranging from project management, PC roll-outs, server and storage implementations, operations, help desk, and application development totaling over \$25 million in revenue annually
- Supervised team for the delivery of service desk to support the State of California Office of Children and Family Services
- Supervised team of 20 project managers, administrators, and technicians
- Responsible for business development, customer relationship management, day-to-day operations and service delivery
- Coordinated among multiple organizations within IBM to deliver final solutions to the customer
- Increased 2003 projected revenue by 400% in first quarter
- Achieved customer satisfaction rating of '10' and obtained 122% of revenue quota in 2004
- Lead and won \$6.9 million infrastructure bid with the Department of Health, Division of Nutrition

**IBM Global Services**  
**Child Welfare Services Outsourcing Project, Technical Services**

**Manager**  
**7/2001 – 7/2002**

- Supervised successful Windows 2000 server and workstation deployment statewide across 350 sites and delivered on time within budget of \$5.8 million

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- Managed day to day operations of technical services activities for 58 counties across the state of California
- Supervised LAN, help desk, and desk side support team on customer site
- Responsible for hardware moves, adds, and changes (MAC), workstation architecture, field support, warranty/maintenance, and network support teams
- Coordinated services between Service Delivery Center, State and Counties
- Managed 16 staff members and operating budget of \$9 million annually

## **IBM Global Services**

**Child Welfare Services Outsourcing Project, Application Port/Release 5.0**

**Project Manager**

**8/2000 – 7/2001**

- Managed Child Welfare Services Case Management System application port from MS Windows 95 to MS Windows 2000 operating system
- Lead development of formal work authorization for the customer totaling \$2 million
- Coordinated team activities of 16 geographically dispersed individuals across the development, test, and delivery organizations through all phases of the project
- Developed detailed project plan and gathered hours and expenses on a weekly basis
- Monitored and documented all issues and risks
- Created contingency plans for new and critical performance logging
- Facilitated communication among the project team, upper management, and key stakeholders during development, testing, and implementation of the application port
- Lead successful implementation of the application port into production on time

## **IBM Global Services**

**IBMLink/ViewBlue/HOME**

**Project Manager**

**9/1999 – 7/2000**

- Managed support and new development of major internal and external global web sites and VM legacy systems serving IBM business partners and internal personnel
- Implemented IBM project management and software development methodologies
- Supervised international project team of 28 individuals
- Developed and set internal project contract standards
- Lead team effort to comply with SEI Capability Maturity Model Level 3 project standards
- Coordinated effort to transition ongoing support activities to development group in Mexico saving the organization nearly \$200,000 annually
- Consolidated ongoing support activities into a single project office organization to ensure quality assurance levels were met and financial measurements were tracked

**Deloitte & Touche Consulting Group  
United Health Plan Project**

**Project Lead**

**6/1996 – 8/1997**

- Managed analysis and reengineering of core business processes for a 50 person Member Services Department of an HMO
- Created and implemented 40 new policies and procedures using change leadership techniques and served as a mentor to departmental management during implementation effort
- Lead design of enhanced version of a service tracking and event processing system to be compliant with health care regulatory agency standards
- Trained 5 departments on new policies and use of on-line tracking system
- Supervised team of developers and customers during design, development, testing, and implementation
- Developed complete testing strategy for claims imaging system (unit, integration, performance/load, user acceptance) and supervised its execution
- Managed development of an interface between legacy system and claims imaging system
- Analyzed and assessed testing results and effectively communicated necessary fixes to system programmer

**Andersen Consulting, San Francisco, CA  
Pacific Bell Broadband Project**

**Programmer**

**9/1995 – 5/1996**

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- Designed, coded and successfully tested 15 GUI windows for Product Table Maintenance application using Oracle Developer 2000, v4.5 on UNIX for future Consumer Broadband implementation

**Andersen Consulting, Seattle, WA**  
**McCaw Cellular/AT&T Project**

**Lead Requirements Analyst**  
**3/1995 – 8/1995**

- Lead \$20 million software selection and requirements analysis effort for payment processing system for major wireless telecommunications company

**Andersen Consulting, San Francisco, CA**  
**Pacific Bell Marketing Project**

**Programmer**  
**2/1994 – 2/1995**

- Designed, coded, tested and supported marketing on-line support system using Oracle Forms v3.0 on VM for a major telecommunications company
- Independently implemented on-line system successfully with zero user complaints
- Developed materials and trained over 150 users in marketing department statewide

## CIVIC

- WEAVE, Inc. Board Member 2008 – 2017
- WEAVE, Inc. Program Committee Chair 2009 – 2014
- WEAVE, Inc. Information Technology Committee Chair 2008 – 2017
- WEAVE, Inc. CA Certified Crisis Line Peer Counselor 2007 – 2008
- Divine Savior Church, Eucharistic Minister to the Homebound 2011 – Present
- Northern California Animal Rescue Friends (Beagle Rescue) Volunteer 2004 – Present

## EDUCATION

**Drexel University, Sacramento, CA (6/2014)**

**Doctor of Education, Education Policy**

- Research Interests: Global Competitiveness, Human Capital Theory, Social Capital Theory, Civic Education, Volunteerism/Altruism, Intersectionality, Social-Ecological Framework, Program Development, Implementation, and Evaluation, and Domestic Violence & Marginalized Populations.
- Dissertation: *Deconstructing the Universal Woman: Exploring How Domestic Violence is Experienced Among the Russian, African American, and Hispanic Communities in Sacramento County*
- Honors: Academic Excellence Award, Magna Cum Laude

**University of California, Davis (6/1999)**

**Master of Business Administration**

**Emphasis: Management Information Systems**

- Honors: Beta Gamma Sigma, Magna Cum Laude
- Teaching Assistant: Financial and Managerial Accounting (4 quarters to 100+ undergraduates)

**Internship: UC Davis Health Systems**

**Managed Care Division, Sacramento, CA (5/1998 – 9/1998)**

**UC Davis Medical Center Asthma Project**

- Lead cost identification model for determining financial feasibility of a pediatric asthma management program
- Analyzed and benchmarked historical patient encounter data for trends in pediatric asthma encounters
- Conducted financial analysis of disease management program using net present value and cost-volume-profit analysis methodology

**University of California, Davis (6/1993)**

**Bachelor of Science, Agricultural and Managerial Economics**

- Honors: Cum Laude, Outstanding Senior Award 1993, Prytanean Honor Society, Dean's List

## APPOINTMENTS, CERTIFICATIONS & AWARDS

- IBM Certified Project Executive 1/2008 – 1/2010

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- IBM Project Management Professions Board Member 4/2004 – 1/2010
- IBM Certified Executive Project Manager 9/2005 – 1/2010
- IBM Certified Project Management Professional 4/2002 – 1/2010
- Project Management Professional (PMP) 9/2001 – Present
- Certified Scrum Master 9/2014 – Present
- Oracle Innovation Excellence Award for Data Management 10/2017
- Oracle Innovation Excellence Award Finalist for Data Analytics 10/2017

## **PUBLICATIONS**

- Academic Press, A Division of Harcourt Brace 9/1998  
Co-Author, Human Genome: A User's Guide
- Elsevier International Information and Library Review 9/2011 – 3/2012  
Assistant Editor

## **Other Skills**

- Financial Accounting
- Managerial Accounting
- Microsoft Office Suite Applications (e.g., Word, Excel, PowerPoint)
- Database Management
- Business, Technical, and Professional Writing
- General Management
- Professional Business Presentations
- Public Speaking
- Project Management
- Information Technology Management

## **Personal Interests**

Playing piano, exercise, animal rescue, and reading about macroeconomic history, theory, and trends.