

Tresia Eaves, Ph.D., P.M.P.
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Executive Summary

- Clinical professor, ethnographic researcher, public speaker, coach, technology professional, consultant, author, mentor
- Adjunct w/ 6 years of experience teaching: Data Science, Information Science, IT Project Management & Business Analytics
- Leader for strategy, operational efficiencies, project management, and technology transformation with 30+ years in business
- Expert at leveraging technology to drive business value, bottom-line revenue, and as expected, successful results
- Delivered digital portfolios, mobile, cloud, security, and overall technology transformation roadmaps/project implementations
- Certified in IT product/service/application sales and delivery for government, non-profit, and commercial sectors
- Implementer of complex information systems with cost savings, using AI, and developing people/processes along the journey

Education

University of North Texas, Denton, Texas – Ph.D. in Information Science
University of Oklahoma, Norman, Oklahoma, Master's, Human Relations - Organizational Behavior
Baylor University, Waco, Texas, Bachelor's, Computer Science

Career Summary

Part-time faculty (Adjunct):

University of North Texas	8/1/2021-Current
Texas A&M University, Corpus Christi	8/1/2023-Current
Texas A&M University, Kingsville, Director of Enterprise Applications	11/3/2025-Current
Variant Enterprises, LLC for the U.S. Forest Service, CTO Sr. Program Manager	6/1/2023-11/3/2025
Citi, Senior Vice President	10/2021-5/31/2023
Variant Enterprises, LLC for Resources Global Professionals (RGP), Management Consultant	6/2021-10/2021
Protiviti, Senior Manager	8/2018-6/2021
CGI, Director	5/2015-7/2018
Variant Enterprises LLC, Senior Management Consultant	2/2014-5/2015
Speed Commerce, Director	12/2012-2/2014
Plexus Scientific, Vice President	7/2011-12/2012
Dibon Technologies, Vice President	8/2010-7/2011
SENTEL Corporation, Vice President	10/2003-8/2010
ZIX Corporation, Director	4/2000-10/2003
KForce, Resource Manager	9/1999-4/2000
WinStar, Senior Project Management Consultant	12/1998-9/1999
US Air Force, Captain and Executive Officer	1/1993-12/1998

Peer Reviewed Journal Publications

- Eaves, T., Allen, J., Rosellini, A., Bank, N. (2023). Wisdom and veterans: Enhance the workforce with their self-insight, experience, and sound judgment. Journal of Information and Knowledge Management, Special Edition.
- Zimmerman, T., Njeri, M., Khader, M., Allen, J., Rosellini, A., & Eaves, T. (2020). A review of truth-default theory: Implications for information behavior research. Proceedings of the Association for Information Science and Technology, 57(1), e312.

Conference Proceedings

- Eaves, T. (2025) The platinum rule: a north star for effective project management. International Project Management Day [Conference presentation]. International Institute for Learning, New York City, NY, USA.

- Eaves, T., Allen, J., Rosellini, A., Khader, M., Njeri, M., Zimmerman, T. (2020, December 3-5). Wisdom and veterans: Enhance the perspective, experience, and resilience of the workforce [Conference presentation]. International Conference for Knowledge Management, Durham, NC, USA.
- Eaves, T. D. (2019). Information seeking behaviors of transitioning USAF officers when job hunting in North Texas. iConference 2019 Proceedings.
- Eaves, T. (2014). Above and beyond: The secrets of outstanding project leadership. PM World Journal, 3(12), 1-11.
<https://pmworldlibrary.net/wp-content/uploads/2014/12/pmwj29-dec2014-Eaves-above-and-beyond-project-management-utd-second-edition.pdf>

Other Publications

- Eaves, T. D. (2020). Information Seeking Behaviors of Transitioning Veterans When Job Hunting in North Texas [Doctoral dissertation, University of North Texas].
- Eaves, T. (2020). Why Protiviti is a great employer of veterans. Diversity and Inclusion Digest Q4.
- Eaves, T., & Espinosa, M. (2014). Above and beyond: The secrets of outstanding project leadership. International Institute for Learning, Inc. <https://courses.iil.com/book/bk0003/above-and-beyond-the-secrets-of-outstanding-project-leadership>
- Eaves, T. (2013). Profile 6 – Janis O'Bryan, Chief Information Officer, Hudson Advisors. In J. Umlas (Ed.), Grateful leadership: Using the power of acknowledgement to engage all your people and achieve superior results (pp.125-127). McGraw-Hill.
- Eaves, T. D. & Lynn, M. A. (2011). Make the right call. Paper presented at PMI® Global Congress 2011—North America, Dallas, TX. Newtown Square, PA: Project Management Institute.

Presentations

- Podcast, "10x Your Team with Cam and Otis," February 19, 2026, Kingsville, Texas
- Podcast, "The Platinum Rule" with Joel Torres. Doing Business with Giants. March 21, 2025, Rockport, Texas
- Careers in Technology Project Management After Military Service, NPower San Antonio, May 10, 2024
- Artificial Intelligence, Panel Discussion, NPower Texas, December 5, 2024
- The Platinum Rule, Fort Worth Project Management Information Chapter, <https://fwpmi.org> , February 16, 2023
- The Platinum Rule, The Center for Grateful Leadership, Blog: <https://gratefulleadership.com/the-platinum-rule-for-project-managers/>, March 3, 2022
- Moderator, Women's History Month Breakfast Panel Discussion, Bridging the Diversity, Inclusion, and Equity Gap in IT, March 29, 2022
- Scaled Agile in Practice, Panel Discussion, University of Texas, Dallas, Project Management Symposium, May 18, 2022
- Fort Worth PMI Podcast: Three Powerful Ladies: The Past 3 Former Chapter Presidents Share Their Wisdom, recorded on January 26, 2021, via Zoom
- Wisdom and Veterans: Enhance the Perspective, Experience, and Resilience of the Workforce – International Conference for Knowledge Management, International Conference for Knowledge Management, September, 2021
- The Platinum Rule, The Center for Grateful Leadership, Blog: <https://gratefulleadership.com/the-platinum-rule-for-project-managers/>, April 6, 2021, August 5, 2021, September 29, 2021, December 23, 2021
- Wisdom and Veterans: Enhance the Perspective, Experience, and Resilience of the Workforce – International Conference for Knowledge Management, December 3, 2020 via Zoom
- Fort Worth PMI Podcast: PMP to PhD: Managing your Doctorate Like a Project, recorded on November 1, 2020, in Keller, Texas
- Information Seeking Behavior of Transitioning Veterans When Job Hunting in North Texas – Citi Salutes, October 27, 2020, via Zoom

Veterans and Project Management - PMI® Global Congress 2019—North America, October 2, 2019, Chicago Illinois

Transformational PMO – Dallas PMI Chapter, Breakfast event, September 9, 2019, Dallas, Texas

Transformational PM – Mary Kay Cosmetics, PMO Learning event, June 6, 2019, Dallas, Texas

Agile Incognito (Panel discussion) – 13th Annual UT Dallas Project Management Symposium, May 18, 2019, Richardson, Texas

Instructor, Banyan Group, Project Management Solutions – taught the Certified Associate Project Manager (CAPM) course to 25 students of the NPower.org (Texas) program, April 22 – May 18, 2019, Frisco, Texas

Business Analytics and the PMO – taught to the SMU Cox School of Business, September 19, 2018, Dallas, Texas

From Technical to Transformational Project Management - FWPMI Professional Development Conference, June 8, 2017, Hurst, Texas

Where Will the PMO Go? - 10th Annual UT Dallas Project Management Symposium, May 2016, Richardson, Texas

The Advantages of Tech Careers – UNT Undecided Majors, April 2, 2016, Denton, Texas

The Advantages of Tech Careers – UNT Undecided Majors, November 12, 2015, Denton, Texas

The Future of Project Management: What Will Work Then and Now! - 9th Annual UT Dallas Project Management Symposium, August 2015, Richardson, Texas

Academic Career

Texas A&M University, Corpus Christi

08/2023-Present

Adjunct Professor, Managing IT Projects

Evaluation Score: 4.19 out of 5.0

Provides introduction to key concepts of data science, data analysis, data acquisition and management, statistical analysis software and programming, communicating and operationalizing analysis results, and data ethics. Covers the data lifecycle process and basic concepts required for data science and analytical tasks, including smart processing and technologies such as computational methods, data visualization, and other techniques to facilitate data analysis. Focus on data management throughout its lifecycle, from observing natural phenomena and capturing raw data to cleaning, organizing, and processing it for analysis.

Adjunct Professor, Business Intelligence and Analytics

Overview of important concepts of business intelligence, and the use of analytics, technologies, applications and processes used by organizations to gain data-driven insights. These insights and predictions can be used to aid decision-making and performance management across functional areas, including marketing, operations, and finance. Students will learn to extract and manipulate data, and create reports, scorecards and dashboards, including mobile apps. Technologies introduced in the course include Tableau, NVivo, and other tools used in Data Analytics.

Adjunct Professor, Business Applications Development

This course introduces students to the fundamental techniques used in the development and programming of software applications. This course is designed for students who have little or no previous computer programming experience. This course will use a scripting and/or visual development programming language. Topics covered include (but are not limited to) problem solving, algorithms, data types, expressions, control structures, functions, and GUIs (graphical user interfaces).

University of North Texas

8/2021-Present

Adjunct Professor, Organizing and Managing IT Projects

Provides introduction to key concepts of data science, data analysis, data acquisition and management, statistical analysis software and programming, communicating and operationalizing analysis results, and data ethics. Covers the data lifecycle process and basic concepts required for data science and analytical tasks, including smart processing and technologies such as computational methods, data visualization, and other techniques to facilitate data analysis. Particular emphasis is on data management issues during the data

lifecycle, from the observation of natural phenomena to the capture of raw data points to cleaning, organization and further treatments to make data useful for analysis.

Adjunct Professor, Principles and Techniques of Data Science

Covers comprehensive and practical approaches to research, including specific methods of analysis for students to develop advanced research skills in the general areas of descriptive statistics, exploratory data analysis and confirmatory data analysis. Includes methods to better communicate the results of the research. Successful students will have the skills to be useful participants in the data lifecycle from collection to management, analysis and visualization of results.

Adjunct Professor, Fundamentals of Data Analytics

Provides introduction to key concepts of data science, data analysis, data acquisition and management, statistical analysis software and programming, communicating and operationalizing analysis results, and data ethics. Covers the data lifecycle process and basic concepts required for data science and analytical tasks, including smart processing and technologies such as computational methods, data visualization, and other techniques to facilitate data analysis. Particular emphasis is on data management issues during the data lifecycle, from the observation of natural phenomena to the capture of raw data points to cleaning, organization and further treatments to make data useful for analysis.

Adjunct Professor, Leveraging IT for Business

The course examines the role of information technology (IT) in an organization's operations, processes and strategy. Challenges students to develop and apply critical thinking skills to understand how to leverage IT to address organizational issues by understanding how, why and where IT is used in organizations. Designed to provide students with the ability to compare and contrast issues in leveraging IT and to determine and demonstrate the value of IT in an organization. Focuses on both existing and emerging technologies.

Adjunct Professor, Data Visualization

Insightful displays of complex, large and possibly unstructured quantitative and qualitative data. Data visualization for analytics goes beyond traditional static graphs and charts by seamlessly connecting data analysis, data-based optimization and data presentation to create visualizations. Topics include visualization design principles, data refinement and preparation, tandem modeling and optimization with visualizations, use of state-of-the-art software tools for visualization and creation of dynamic interactive visualizations as decision support aids. A semester project in data visualization for analytics relevant to a functional area of business is an important component of the course.

University of North Texas, Dallas

8/2021-12/2022

Adjunct Professor, Basic Computer Information Systems

Theory, capabilities, applications, benefits, liabilities and economics of business computer information systems. Using the computer to solve business problems. Management information systems and computer-based decision support emphasized. Use of standard support application packages.

Professional Career Details

Texas A&M University, Kingsville, Director of Enterprise Applications

11/3/2025-present

- Restored confidence in the Information Technology Services (ITS) team by leading the following:
 - Led Banner SSB 8 to SSB 9 migration project
 - Phase 1 was focused on releasing new Civitas Scheduler
 - Phase 2 was all other portions of the SSB 9 suite
 - Established the process of using development/testing/production environments with processes that ensured no software changes were released without proper testing.
 - Implemented disciplined maintenance windows with proper communications so students/staff/faculty were not adversely impacted
 - Oversaw numerous software updates such as quarterly updates from Ellucian, security fixes, and other patches
 - Reset the agenda and objectives for the Banner User Group meeting held monthly by ensuring cross-functional communications and collaboration across the university

- Led an extensive Business Process Assessment (BPA) and coordinated with departments to prioritize their needs to scope a project dedicated to implementing the highest impact process improvement findings
 - Created a repository of BPA and all other Banner documentation for easy access/use
- Implemented numerous best practices using business process architecture documentation
- Streamlined helpdesk processes to save time and money on how tickets were managed and improved response times by 50%
- Recruited and rebuilt our Banner team after a layoff, retention issues, and terminations led to release of all Banner team members except one person
- Managed consulting team of 12 personnel from the vendor, SIG; achieved value and cut consulting costs by taking on tasks myself, scrutinizing work performed, and optimizing services from the vendor team
- Recognized as subject matter expert and acted as internal consultant for many other projects across the university including:
 - Slate to Banner integration
 - Ad Astra production key needed for integration
 - Simple Syllabus integration

Variant Enterprises, LLC for the U.S. Forest Service, CTO Sr. Program Manager

6/1/2023 – 11/3/2025

- Delivered 3 Artificial Intelligence (AI) Proof of Concept projects to prove the potential cost savings (over \$500 Million) by using AI to migrate off Oracle, modernize legacy applications, and move to the cloud in record time; tools used include Replit, Cursor, Copilot, Claude 3.7
- Defined and implemented AI governance and standards for use at the U.S. Forest Service; included security processes
- Developed the first Geospatial Application Development Standard which set the precedent and process for the further development of more than 30 engineering standards
- Program Manager for the modernization of a large suite of applications (68) called Natural Resource Management
- Developed the Forest Service Chief Information Officer's (CIO) 5-year Strategic Plan and the CIO's Strategic Implementation Plan
- Delivered an Operational Level Agreement between the Chief Data Office and the CTO to divide the development of necessary standards and the proper disposition of data
- Led an application rationalization to understand how to migrate off all Oracle applications under orders of the CIO. Delivered an Oracle inventory to then deliver an architectural roadmap catalogue for each group to decide how and when they would migrate out of any Oracle dependencies
- Managed technology portfolio for the Chief Technology Officer (CTO), a newly established office at the Forest Service
- Developed the first of many standards including Geospatial Application Development and Data Governance standards
- Established weekly Program of Record reporting using dashboards with key metrics, program health, and key decisions
- Delivered multiple technical solutions for the business/field agents with solution architectures and technology analyses

Citi, Senior Vice President

10/2021-5/31/2023

- Built “**best in class**” processes for project management, reporting and controls, technology resource assessments, quality assurance tools, and delivery methods to transform technology capabilities & enable effective risk management
- Leadership resulted in the **only program in Citi Transformation** that delivered successfully for **6 consecutive quarters**
- Established and operationalized workflows to support delivery including scoping documents, kick-off sessions, status reviews, project health checks, stakeholder meetings, change control activities, tollgates, and Executive Status Reporting
- Planned and executed delivery of regulatory compliance portfolio while monitoring and managing dependencies across multiple teams and business groups; saved Citi millions by building effective processes across a very small team
- Facilitated dependency management/risk management/obstacle resolution for defined deliverables across the enterprise
- Balanced multiple priorities while being aligned with deliverable requirements by working closely with the stakeholders; ensured deliverables complied with change management standards, and Internal Audit expectations
- Built effective partnerships across business groups, Quality Assurance, and Internal Audit ensuring successful deliveries

Variant Enterprises, LLC for Resources Global Professionals (RGP), Management Consultant

6/2021-10/2021

- Established PMO leading transformation for a pharmaceutical company improving their research and development (R&D) department; included more effective project management processes, automation, and improved technology deployments
- Developed program plan to deliver multiple workstreams within the R&D department to achieve critical outcomes
- Recruited and trained other PhD's that joined the team enabling a streamlined delivery of the transformation

- Designed best in class solutions by researching tools in place and how new tools could offer solutions for challenges

Protiviti, Senior Manager

8/2018-6/2021

- Established first-ever Managed Service tech PMO for Protiviti and our client, a \$1 Billion CPG company; improved maturity & transformed operations; hired, led, and developed 12 project managers, business analysts, and project coordinators
- PMO Lead for a business unit divestiture for a major healthcare company; led separation portfolio with 14 workstreams including Accounting & Finance, HR, IT, Real Estate, Legal, SIU, Compliance, TSA, Provider Network, and others
- Interim IT Program Director for top bank; managed delivery of key regulatory deliverables critical to overall objectives

CGI, Director

5/2015-7/2018

- Led team of 15 consultants, \$22 Million P&L responsibility, delivering retail strategy consulting and multiple software development implementations for financial/retail/municipal ERPs, Ecommerce solutions, POS, Euro-MasterCard Visa (EMV) secure payment technology, loyalty systems, and digital transformation using Java/J2EE, SQL, XML
- Established first-ever Managed Service PMO for CGI and a major retailer; developed efficiencies in every program under the PMO and enabled retailer to expand their footprint through the southwest by acquiring 100s of other stores
 - Developed a PMO to support the upgrade of a proprietary, cloud-based collections platform for a major bank

Early Career

Variant Enterprises LLC, Senior Management Consultant

2/2014-5/2015

- Led implementation for Hudson Advisors, a \$500 Million private equity firm: led \$1.4 Million-dollar global HRIS implementation project: technology was Workday (HCM, Benefits, Payroll, Time, & Absence)
- Defined strategy, roadmap and schedule for delivery of 7 critical initiatives to transform the work of the Quality Management Office (QMO) who provides quality governance for development teams

Speed Commerce, Director

12/2012-2/2014

- Led delivery strategy and implementation of end-to-end retail B2B and B2C ECommerce solutions on Oracle ATG and proprietary PHP platforms for MetroPCS, Toys-R-Us, Lowe's, AAFES, NEXCOM & H-E-B; each included many customizations built with Java, XML and Call Center software; \$50 Million P&L responsibility

Plexus Scientific, Vice President

7/2011-12/2012

- Directed government contracting proposal teams, winning \$30 Million in business, set solution strategies, and led capture efforts in response to RFIs and RFPs including for \$1.4 Billion Total Information Processing Support Services (TIPPS-3)

Dibon Technologies, Vice President

8/2010-7/2011

- Led proposal teams, set solution strategies, pipeline/account capture efforts, responded to RFPs, architected solutions with Salesforce.com (subcontractor to Appirio) which included staff augmentation, application development, web, mobile, and CRM solutions
- Delivered and managed multiple Salesforce.com and Workday solutions for Motorola, Novartis, and other Fortune 500 companies

SENTEL Corporation, Vice President

10/2003-8/2010

- Established and maintained P&L government contracting product and service portfolio worth \$40 Million, including a 100-person consulting group with a new product manufacturing line; built the PMO for systems and services; increased revenues by \$8 Million in the first year with multiple clients including all branches of the Department of Defense
- Won 2 5-year contracts with the Internal Revenue Service (TIPPS-3) where led rewrite of the batch mainframe and desktop 1040/1120 audit software applications in C#.NET cutting processing time by 30%

ZIX Corporation, Director

4/2000-10/2003

- Led Agile enterprise cloud product development engine and ECommerce solution projects: established company's billing system, payment gateway, shopping cart functionality, ever-green billing

KForce, Resource Manager

9/1999-4/2000

- Managed over 150 technology consultants and their contracts at over 50 vendor sites
- Partnered with account managers to ensure contract renewals, raises, transfers and off-boarding went smoothly
- Oversaw the transition and implementation of PeopleSoft as our HRIS

WinStar, Senior Project Management Consultant

12/1998-9/1999

- Delivered multiple technology refresh projects for law firms throughout the DFW metroplex

US Air Force, Captain and Executive Officer

1/1993-12/1998

- Led software development and integration efforts of the U.S. and North Atlantic Treaty Organization's (NATO's) \$800 million contract for software/hardware upgrades of 17 Airborne Warning and Control System (AWACS) aircraft
- Decorated veteran with service in Operation Northern Watch, Operation Southern Watch, and the Bosnian War

Professional Certifications, Affiliations and Honors

- Scaled Agile Framework Certification, since 2020
- Certified Scrum Master, since 2018
- Certified Lean Six Sigma, Green Belt, since 2009
- Project Management Professional Certification, since 1999
- NPower, Texas Regional Advisory Board, 2016-Present
- Aransas County Women's Lions Club, since 2025
- Coastal Bend PMI Chapter Board Member, Director of Community Outreach, since 2026
- Dallas Chapter of Society of Information Management, 2012-2023
- Fort Worth Project Management Institute - As the President and Past President (an elected position, 2017-2021), I have led:
 - the election and onboarding processes for new officers joining the Board,
 - established a scholarship program for advanced professional certifications,
 - recruited, advised, and mentored new and existing Board Officers,
 - represented the organization to PMI at conferences, in the community, and to other business organizations,
 - attended global conferences, held public speaking engagements, and
 - coordinated on the annual strategic planning which aligns to the overall global strategic objectives of PMI for project management professionals in Fort Worth, Texas
- Dallas Business Journal's Top 25 Women in IT, 2017
- Awarded PMI's Community Advancement Award, 2017
- Decorated Veteran: Awarded the Defense Meritorious Service Medal, Air Force Commendation Medal, Air Force Achievement Medal, Air Force Recognition Medal, Humanitarian Service Medal, and Southwest Asia Defense Service Medal