

Vijay Mehrotra
Department of Business Analytics and Information Systems
School of Management
University of San Francisco

415-422-2257 (o) / vmehrotra@usfca.edu / 650-465-8443 (c)

EDUCATION

Stanford University, Stanford, CA

- **PhD, Operations Research, 1992**
Advisor: Professor Frederick S. Hillier
Dissertation: “An Approximation Procedure for General Closed Multiclass Queuing Networks”
- **MS, Operations Research, 1989**
Focus on Optimization, Stochastic Methods, Policy, and Applications
Key Papers: “Survey of Economic Models of Rural-Urban Migration From Arthur Lewis to Present,”
“Analysis of Case Studies on Using Telecommunications for Competitive Advantage”

St. Olaf College, Northfield, MN

- **BA, Mathematics, Economics, and Statistics, 1986**
Advisor: Professor Theodore A. Vessey
Senior Thesis: “Institutional Strategies For Enabling Families to Finance Private College Education”

**UNIVERSITY
FACULTY
EXPERIENCE**

Professor, Department of Business Analytics and Information Systems, School of Management,
University of San Francisco, Spring 2014 – present

Created first program focused on Customer Success Management as part of major revision of MBA curriculum. Developed and delivered new curriculum for teaching business analytics to MBA students, including courses in supply chain management, applied business statistics, data mining, decision making under uncertainty, and analytics consulting projects with industry partners. Continued research program in customer-facing service operations, supply chain management and management science education. Authored bi-monthly column in *Analytics* magazine for an audience of over 5,000 readers worldwide. Served on several critical committees at USF, including Peer Review (School of Management and University), Faculty Development, Graduate Programs, and multiple faculty searches. Editorial Board Member for *Services Science* and *INFORMS Transactions on Education*.

Associate Professor, Department of Analytics and Technology, School of Management,
University of San Francisco, Summer 2009 – Spring 2014 (tenured in Spring 2012)

Taught courses in Quantitative Business Analysis, Spreadsheet Modeling, Business Analytics, Applied Business Statistics, Analytics Consulting Projects, and Operations Management to undergraduate, MBA, and Executive MBA students. Conducted research in mathematical modeling, services management and information value chain concepts. Served as Academic Director of Executive MBA Program. Served as advisor and mentor to wide variety of students at all levels. Engaged in services activities within USF community, and in local and global analytics professional communities.

Assistant Professor, Department of Decision Sciences Department, San Francisco State University, August 2003 – May 2006 and January 2007 – Summer 2009

Taught courses in Business Statistics, Supply Chain Management, Operations Management, and Quality Control to undergraduate, MBA, and Executive MBA students. Also conducted research and provided service to University and community (see below for additional details).

Visiting Scholar, Department of Industrial Engineering and Operations Research, University of California, Berkeley, June-December 2006

Conducted academic research in Customer Service Operations, Call Center Workforce Management, and Services Science, Management, and Engineering (SSME).

**BUSINESS
EXPERIENCE**

Vice President, Blue Pumpkin Software Inc., June 2002-June 2004

Analytics software company whose technology focused on call forecasting and agent scheduling for the call center industry, utilizing techniques from statistics, operations research and machine learning. Over 1000 customers worldwide. My group’s mission was to diagnose customer business needs, develop solutions that leverage our products and services, and deliver these solutions to customers on time and under budget. My team of 60+ included MBAs and PhDs from Stanford, Berkeley, MIT, and other outstanding institutions.

Co-Founder and CEO, Onward Inc., June 1994 – June 2002.

Onward was a consulting firm focused digital transformation through the successful and appropriate deployment of information systems and mathematical models to “real-world” problems. Along with my two partners, I grew the business from 3 people in 1994 to 30 professionals by the end of 2001. In addition to its core competencies in Operations Research, Statistics, and Information Technology, the company had deep domain expertise in many areas, including call center operations, sales force automation, configuration modeling, supply chain optimization, real options, and Investment Science. Clients included Intuit, Charles Schwab, Advertising.com, Sun, Lucent, HP, and Applied Materials.

Associate, Decision Focus Inc., March 1993 – June 1994

DFI’s core business was in the area of revenue management for transportation and hospitality industries. While at DFI, I worked on the design and development of forecasting, routing, and reporting systems.

Statistical Applications Specialist, Stanford Academic Information Resources, January 1990 – June 1992

Trained as an expert in SAS, I was part of an applications group supporting the research community.

Independent Consultant, June 1987 – March 1993

Specialized in modeling business processes and developing solutions. Clients included IBM, PG&E, Hotel Sofitel, Hewlett Packard, National Semiconductor, and Tyecin Systems.

MATHEMATICAL AND DATA ANALYSIS SKILLS

Analytical Methods: Basic and Multivariate Statistics, Applied Probability, Data Mining, Optimization Modeling
Software: SAS, Excel, JMP, SQL, R, Python

RESEARCH

Peer Reviewed Journal Articles and Book Chapters

Saltzman, R. M., Mehrotra, V. "A Call Center Uses Simulation to Drive Strategic Change," *Interfaces*, 31(3), May-June 2001, pp. 87-101.

Mehrotra, V., Mello, K. “ ‘A Different Game’? Analyzing Management Strategies In Baseball’s World Series Using A Markov Chain Model,” *California Journal of Operations Management*, 3(1), February 2005, pp. 92-98.

Armony, M., Aksin, Z., and Mehrotra, V. “The Modern Call-Center: A Multi-Disciplinary Perspective on Operations Management Research,” *Production and Operations Management*, 16(6), November-December 2007, pp. 665-688.

Stanley, J. D., Saltzman, R. M., and Mehrotra, V. "Improving Call Center Operations Using Performance-Based Routing Strategies," *California Journal of Operations Management*, 6(1), February 2008, pp. 24-32.

Steckley, S., Henderson, S., and Mehrotra, V. “Forecast Errors in Service Systems,” *Probability in the Engineering and Informational Sciences*, 23(2), April 2009, pp. 305-332.

Grossman, T. A., Mehrotra, V., and Özlük, Ö. “Lessons From Mission-Critical Spreadsheets,” *Communications of the Association for Information Systems*, Vol. 20, August 2009, pp. 1009-1042.

Mehrotra, V., Grossman, T. A. “OR Process Skills Transform an Out of Control Call Center into a Strategic Asset,” *Interfaces*, 39(4), July-August 2009, pp. 346-352.

Mehrotra, V., Ozluk, O., and Saltzman, R. M. “Intelligent Procedures for Intra-Day Updating of Call Center Agent Schedules,” *Production and Operations Management*, 19(3), May/June 2010, pp. 353–367.

Mehrotra, V., Grossman, T., and Samuelson, D. “Call Center Management,” in *Wiley Encyclopedia of Operations Research and Management Science*, February 2011, pp. 353-367.

Mehrotra, V., Ross, K., Ryder, G. and Zhou, Y.-P. “Call Center Routing Strategies in the Presence of Servers with Heterogeneous Performance Attributes,” *Manufacturing and Services Operations Management*, 14(1), Winter 2012, pp. 66-81.

Mehrotra, V., Grossman, T., and Samuelson, D. “Call and Contact Centers,” *Encyclopedia of Operations Research and Management Science*, 3rd Edition (S. I. Gass, ed.), June 2012.

Mehrotra, V. “Review of Davenport and Kim’s ‘Keeping Up With the Quants: Your Guide to Understanding + Using Analytics,” *Interfaces*, July-August 2014.

Harris, J. and Mehrotra, V. “Getting Value From Your Data Scientists,” *MIT Sloan Management Review*, 56(1), Fall 2014, pp. 15-18.

Grossman, T., Mehrotra, V. and Sidaoui, M. “A Student-Centered Approach to the Business School Management Science Course,” *INFORMS Transactions on Education*, 16(2), January 2016, pp. 42-53.

Mehrotra, V. “Review of Davenport and Kirby’s ‘Only Humans Need Apply,” *Interfaces*, 46(6), November–December 2016, pp. 547– 548.

Zan, J. Hasenbein, J.J., Morton, D.P., and Mehrotra, V. “Staffing call centers under arrival-rate uncertainty with Bayesian updates,” *Operations Research Letters*, 46(4), July 2018, pp. 374-389.

Mehrotra, V. “Data Science: Past, Present, and Future,” *Journal of Interdisciplinary Perspectives and Scholarship*, 1, 2019.

Mehrotra, V., Oztanriseven, F. “The Class Reunion’s Friday Gala,” *Global Jesuit Case Series*, July 2021.

Mehrotra, V., Subramainian, K. “Customer Success Management,” *Service Research Handbook*, August 2022.

Hochstein, B., Mehrotra, V., Voorhees, C., Nagel, D., Rangarajan, D., and Pratt, A. “The Role of Customer Success Management in Ensuring Customer Health and Firm Performance,” *Journal of Marketing*, 40(4), December 2023.

Gudigantala, N, Mehrotra, V. “When Strength Turns into Weakness: Exploring the Role of ML/AI in the Closure of Zillow Offers,” *Journal of Information Systems Education*, 35(1), Winter 2024.

Hochstein, B., Voorhees, C., Johnson, R., McCoy, N., and Mehrotra, V. “Towards Healthier B2B Relationships,” *Harvard Business Review*, July-August 2024.

Peer Reviewed Articles in Conference Proceedings Articles

Tullis, B., V. Mehrotra, et al, “Successful Modeling of a Semiconductor R&D Facility,” *IEEE International Semiconductor Manufacturing Science Symposium*, 1990, pp. 26-30.

Mehrotra, V., Tullis, B., et al. “Using Simulation Models to Understand Lab Process Flow,” *IEEE Conference on Gallium Arsenide Manufacturing Technology*, April 1991.

Baudin, M., V. Mehrotra, et al, “From Spreadsheets to Simulation: A Comparison of Analysis Methods For IC Manufacturing,” *IEEE International Semiconductor Manufacturing Science Symposium*, 1992, pp. 94-99.

Mehrotra, V., Fama, J. “Call Center Simulation Modeling: Methods, Challenges, and Opportunities,” In *Proceedings of the 2003 Winter Simulation Conference*, ed. S.Chick, P.J. Sanchez, D. Ferrin, and D.J. Morrice, Piscataway, New Jersey: Institute of Electrical and Electronic Engineers, 2003, pp. 135-143.

Hegazi-Sanford, R., Mehrotra, V. “The Impact of Email Communication in an Enrollment Management Organization: A Case Study of the First-Year Writing Program at Stanford University,” In *Proceedings of the International Hawaii Conference on Education*, January 2004.

Saltzman, R. M., Mehrotra, V. “A Manager-Friendly Platform for Simulation Modeling and Analysis of Call Center Queueing Systems. In *Proceedings of the 2004 Winter Simulation Conference*, ed. R.G. Ingalls, M.D. Rossetti, J.S. Smith, and B.A. Peters, Piscataway, New Jersey: Institute of Electrical and Electronic Engineers, Dec. 2004, pp. 466-473.

Steckley, S., Henderson, S. and Mehrotra, V. “Performance Measures for Service Systems with a Random Arrival Rate,” In *Proceedings of the 2005 Winter Simulation Conference*, M. E. Kuhl, N. M. Steiger, F. B. Armstrong, and J.A. Joines, eds., Piscataway, NJ: Institute of Electrical and Electronic Engineers, December 2005, pp. 566-575.

Payton, R.B., Mehrotra, V. “Sustainable Business in the New Science of Services,” *International Conference of the Greening of Industry Network*, June 2007.

Saltzman, R. M., Mehrotra, V. "Managing Trade-Offs in Call Center Agent Scheduling: Methodology and Case Study," In *Proceedings of the 2007 Summer Computer Simulation Conference*, G. A. Wainer and H. Vakilzadian, eds., July 2007, pp. 643-651.

Grossman, T. A., Mehrotra, V., and Sander, J. "Towards Evaluating the Quality of a Spreadsheet: The Case of the Analytical Spreadsheet Model", *European Spreadsheet Risks Interest Group 12th Annual Symposium*, Greenwich, England, July 2011.

Zan, J., Hasenbein, J., Morton, D., and Mehrotra, V. "Staffing Call Centers Under Arrival Rate Uncertainty," *Proceedings of Congreso Latin-Iberoamericano de Investigacion Operativo-Simposia Brasileiro de Pesquisa Operacional*, September 2012.

Grossman, T., Mehrotra, V. and Sidaoui, M. "Alternative Spreadsheet Model Designs for an Operations Management Model Embedded in a Periodic Business Process," *European Spreadsheet Risks Interest Group 18th Annual Symposium*, London, England, July 2017.

Grossman, T. and Mehrotra, V. "A Use Case-Engineering Resources Taxonomy for Analytical Spreadsheet Models," *European Spreadsheet Risks Interest Group Annual Symposium*, London, England, July 2023.

Other Published Articles

Mehrotra, V. "Ringing Up Big Business," *Operations Research/Management Science Today*, 24(4), August 1997, pp.18-25.

Mehrotra, V. "Practitioner's Commentary," *The Journal of Undergraduate Mathematics and Its Applications*, 18(3), Fall 1997, pp. 347-350.

Mehrotra, V. et al. "Simulation: The Best Way To Design Your Call Center," *Telemarketing and Call Center Solutions*, November 1997, pp. 28-29, 128-129.

Mehrotra, V. "The Man Who Thought He Knew It All," *Evolving Enterprise*, 1(2), Summer 1998, p. 48.

Mehrotra, V. "Simulation Software: Your Crystal Ball for Improved Planning," *Customer Service Manager's Newsletter*, June 1999, p. 7.

Mello, K., Mehrotra, V. "Analyzing Small Ball in the Postseason," *By the Numbers: Newsletter of the SABRE Statistical Analysis Committee*, 14(1), pp. 11-15, 2004.

Mehrotra, V. "The World Has Changed. Have You? A New Paradigm for Customer Service Management," *CRMToday*, November 2005.

Mehrotra, V. "Looking Beyond the Call Center: Preventing Erosion In Your Customer Base And Profits," *Customer Interaction Solutions*, March 2006.

Hildebrandt, R.E., Mehrotra, V. "How to Avoid the Pitfalls of Outsourcing: Tapping Customer Data to Reduce Churn, Preserve Savings, and Eliminate the Feedback Gap," *Data Management Review*, May 2006.

Lesser, E., Mehrotra, V. "Creating Value from Investments in Labor Scheduling," *International Human Resources Information Management Journal*, May/June 2006, pp. 20-26.

Mehrotra, V. "Teaching vs. the Real World," *Operations Research/Management Science Today*, 34(4), August 2007.

Mehrotra, V. "A Review of Scott A. Shane's *Fool's Gold: The Truth Behind Angel Investing in America*," *The Economic Record*, Vol. 85, December 2009, pp. 495-496.

Alamar, B., Mehrotra, V. "Beyond *Moneyball*: The Rapidly Evolving World of Sports Analytics (Part 1)," *Analytics*, September/October 2011.

Alamar, B., Mehrotra, V. "Sports Analytics, Part 2: The Role of Predictive Analytics, Organizational Structures and Information Systems in Professional Sports", *Analytics*, November/December 2011.

Alamar, B., Mehrotra, V. "Beyond *Moneyball*: The Future of Sports Analytics (Part 3)", *Analytics*, January/February 2012.

Mehrotra, V. "Forum: Course Puts Students in the Analytics Game," *OR/MS Today*, August/September 2013.

Mehrotra, V. "Get Out of Your Comfort Zone," *OR/MS Today*, January/February 2018, p. 16-17.

"Was It Something I Said?": Columns Published in *Operations Research/Management Science Today*

"Playing a Big Role in the Big Tent," February 1998.

"Thanks for the Memories", April 1998.

"A Night at the OR Improv", August 1998.

"It Ain't Over 'Til it's Over" October 1998.

"Fear the Pencil, Out Greatest Competitor", December 1998.

"Plenty to be Thankful For", February 1999.

"In Praise of the Unknown and Uncertain", April 1999.

"OR & IS: Scenes From a Marriage", June 1999.

"Academic 'Descendant' of Prof. Lieberman", August 1999.

"TV Special Showcases Profession", October 1999.

"Validation That We're Not Crazy", December 1999.

"What We Have Here is a Failure to Communicate", February 2000.

"Adventures in Consulting", April 2000.

"A New Way of Looking at Models", June 2000.

"The Magic is in the Model, Not the Math", August 2000.

"Green Card Process Has Him Seeing Red", October 2000.

"Wish List for Santa: More Great Client(s)", December 2000.

"Killing Time on the Tarmac", February 2001.

"The Art of Project Management", April 2001.

"The Process Under Pressure", June 2001.

"Eyeing the Hollywood Model", August 2001.

"Consultant-Client Relationships", October 2001.

"Kindness in the Midst of Horror", December 2001.

"Real Options is the Real Deal", February 2002.

"Downsizing: The Easy Way Out", April 2002.

“The Art of the Transition”, June 2002.

“Memo to MBA Instructors: I Need Your Help”, August 2002.

“Weddings & Workflow”, October 2002.

“The Trouble With Data”, December 2002.

“The Power of Teamwork”, February 2003.

“The Truth about Project Managers”, April 2003.

“A Test of Strengths”, June 2003.

“Every CEO’s Worst Nightmare”, August 2003.

“Welcome Back to the Future”, October 2003.

“Just Say NO? No Way!”, December 2003.

“Riled Up Over ROI”, February 2004.

“The Trouble with ROI”, April 2004.

“Overcoming Conference Angst”, June 2004.

“Novel Jobs Require Analytic Talent”, August 2004.

“Catalyst for Change: Diversity and Discomfort”, October 2004.

“Smart is Cheap”, December 2004.

“Why Some Stop Banging the Drum”, February 2005.

“‘Success’ Often Eludes Project Managers”, April 2005.

“My Time with the Great GBD”, June 2005.

“‘Crafty’ Approach to Work, Play, Life”, August 2005.

“Teacher as Student”, October 2005.

“Shameless Solicitation”, December 2005.

“Most Important Thing Our Profession Can Do”, February 2006.

“Mourning Loss of Peer-Turned Mentor”, April 2006.

“Rich, Challenging, Meaningful Problems”, June 2006.

“Ode to Education”, August 2006.

“Help Us Help You”, October 2006.

“The Imposter Syndrome”, December 2006.

“Netflix Prize Poses Poseidon-like Problem”, February 2007.

“Diabetes Focuses Attention On Numbers”, April 2007.

“The Bullwhip Effect”, June 2007.

“The Gift Economy”, October 2007.

“Living (and Learning) in the Digital World”, December 2007.

“Clinging to Half Truths”, February 2008.

“School of Hard Knocks”, April 2008.

“Frozen Moments in Time”, June 2008.

“Singing the Silicon Valley Blues”, August 2008.

“Help Wanted: Wise Advice for Venice and I”, October 2008.

“Author Eyes Us With Optimism, Concern”, December 2008.

“Customer (Dis)Service Leads to Loyalty”, February 2009.

“What a Wonderful Week”, April 2009.

“Who’s SORiors Now?”, June 2009.

“Education Under Siege”, August 2009.

“Feedback & Reflections”, October 2009.

“The Power of Diversity”, December 2009.

“Classroom Content Need Context”, February 2010.

“Time for A Change”, April 2010.

“Analyze This!”: Columns Published in *Analytics Magazine*

“Business Analytics: Too Cool (Just) for School”, May/June 2010.

“Adventures in Analytics”, July /August 2010.

“‘Attitudinal Targeting’ Aims at Online Marketing”, September/October 2010.

“Classic Mistakes Doom Promising Startup”, November/December 2010.

“When Geeks and Jocks Collide”, January/February 2011.

“‘Shareholder Engagement’ Keys Analytics Teams’ Success at Cisco”, March/April 2011.

“Let’s Get this Analytics Party Hopping”, May/June 2011.

“Standardized Analytical Solutions”, July/August 2011.

“It Takes a Small Village to Foster Big Dreams”, September/October 2011.

“Human Rights Group Confronts Abuses with Data-Driven Evidence,” November/December 2011.

“Advent of the ‘Data Scientist’”, January/February 2012.

“Cautionary Tales: Burning Man and Netflix”, March/April 2012.

“Big Data: Generation Next”, May/June 2012.

“Business Analytics Conference Builds Connections”, July/August 2012.

“Colleagues, Columns, and Catching Up”, September/October 2012.

“Even Tragic Projects Can Have Happy Endings,” November/December 2012.

“Survey Seeks to Make Sense of Analytics World,” January/February 2013.

“Are Analytics and Big Data Overhyped?” March/April 2013.

“Consulting Course Puts Students in Analytics Game,” May/June 2013.

“Silicon Valley’s ‘Serial Entrepreneurs’,” July/August 2013.

“A Tale of Two Books on Decision Making,” September/October 2013.

“A Tale of Two Start-Ups,” November/December 2013.

“What is ‘Real’ Analytics?” January/February 2014.

“Key Attributes for Analytics Professionals,” March/April 2014.

“Grad School Desires vs. Real World Demands,” May/June 2014.

“Dark Side of the Digital World,” July/August 2014.

“Students, Professional Need ‘Data Wrangling’ Skills,” September/October 2014.

“An Analytics Professor/Practitioner Looks at 50,” November/December 2014.

“Thoughts on Collaboration and Communication,” January/February 2015.

“Many Moving Parts in Analytics Parade,” March/April 2015.

“Analytics in the Call Center,” May/June 2015.

“‘Deja New’ All Over Again,” July/August 2015.

“Analytics-Based Program Has the ‘Write’ Stuff,” September/October 2015.

“My ‘Philadelphia Story’,” November/December 2015.

“Uber: Good, Bad Sides of Automated Free Markets,” January/February 2016.

“Quiet Storm Brewing Outside of Ivory Tower,” March/April 2016.

“‘Steps’ to Analytics Success,” May/June 2016.

“Mathematics, the Gift That Keeps Giving,” July/August 2016.

“Midlife Makeover: Remodeling House, Health & Tech Skills,” September/October 2016.

“A ‘Silver’ Lining for Election Blues,” November/December 2016.

“Carefully Considering Some Uncomfortable Choices,” January/February 2017.

“Victimized by Weapons of Math Destruction,” March/April 2017.

“Problem Solving: Keeping it Real with Gemba,” May/June 2017.

“Lessons Learned: The ‘Get-with-the-Program’ Problem,” July/August 2017.

“Trip Abroad Reveals Pros, Cons of Technology,” September/October 2017.

“Mathematical Modeling Gives Way to Interesting Analytics Topics,” November/December 2017.

“Getting Out of My Comfort Zone,” January/February 2018.

“Customer Success Management,” March/April 2018.

“Self-Analysis: Illuminating, Unnerving,” May/June 2018.

“Fail Fast and Forward,” July/August 2018.

“My Favorite Blogs,” September/October 2018.

“ ‘Who Needs a Data Scientist?’,” November/December 2018.

“Virtues of Agile Development Methodology,” January/February 2019.

“Tribute to a Real Mensch,” March/April 2019.

“Data for the 99 Percent,” May/June 2019.

“Different Career Paths Reach Common Ground,” July/August 2019.

“Precision Driven Health,” September/October 2019.

“The Road Already Taken Teaches Us Something New,” November/December 2019.

“ ‘ Help Me Help You ‘,” January/February 2020.

“Storytelling: True Tales From My Life Experiences,” March/April 2020.
January/February 2020.

“Thoughts from the Time of the COVID-19 Crisis,” May/June 2020.

“This Year is Not Normal. Not Even Close,” July/August 2020.

“ ‘ We are Family: Values, Culture Carry Consulting Firm Through Tough Times,” September/October 2020.

“COVID-19: How New Zealand Stopped Community Transmission,” November/December 2020.

“Sign of the Times: Holiday Party Cancelled,” January/February 2021.

“ ‘Alignment Problem’ Poses a Fundamental Question,” March/April 2021.

“Losses Big and Small Take a Toll During Pandemic,” May/June 2021.

“What the Pandemic Taught the Professor,” July/August 2021.

“It Takes a Village to Update Expectations,” September/October 2021.

“A Nod to the ‘Node’,” January/February 2022.

“The Challenges of Real-Time Decision Optimization,” March/April 2022.

“Growing an Analytics Department While Emptying a Home,” May/June 2022.

“Optimize This!,” July/August 2022.

“Steps to Finding a “Super Mentor” to Get You through Your College Years,” September/October 2022.

“A Post-Pandemic Birthday,” November/December 2022.

“Introducing My New Co-Author: ChatGPT,” January/February 2023.

“Celebrate (and Support) Women in STEM,” March/April 2023.

“My Biggest Worry About Generative AI,” July/August 2023.

“Keep Calm and Optimize,” September/October 2023.

“The Score is Changing in Customer Success, Winter 2024.

“Machine Learning Deployments Need to ‘Change’,” Spring 2024.

“Creating ‘Healthy’ Food Supply Chains,” Summer 2024.

“Some Thoughts on Wandering, Wondering and Turning 60,” Autumn, 2024.

Conference Presentations

Mehrotra, V. “Keeping the ‘Up’ in Start-Up,” *INFORMS Atlanta*, November 1997.

Mehrotra, V. “Careers in Industry,” *INFORMS Doctoral Colloquium*, Seattle, October 1998.

Mehrotra, V. “Agent Scheduling for Today's Call Center – and Tomorrow’s,” *INFORMS Cincinnati*, November 1999.

Mehrotra, V. and I. Georgiou, “Designing and Managing e-Customer Contact Centers,” *Decision Sciences Institute (DSI) Conference*, November 2001.

Mehrotra, V. “Skill Based Routing and Workforce Management in the Multi-Channel Contact Center,” *Conference of the Production and Operations Management Society (POMS)*, April 2002.

Hegazi Sanford, R. and Mehrotra, V. “The Impact of Communication in an Enrollment Management Organization: A Case Study of the First-Year Writing Program at Stanford University,” *International Conference on Education*, January 2004.

Mehrotra, V., “Workforce Management Panel: Customer Conversations and Embedded WFM Problems,” *Wharton Call Center Forum*, May 2004.

Mehrotra, V. “The Value of a Network: Priceless,” *INFORMS Future Practitioners Colloquium*, Denver, November 2004.

Mehrotra, V. “ ‘The Older I Get, the Better I Was When I Was Young’: Managing Your Skill Set,” *INFORMS Future Practitioners Colloquium*, San Francisco, November 2005.

Mehrotra, V. and Özlük, Ö. “An Intelligent Intra-Day and Intra-Week Updating Model for Call Center Scheduling,” *INFORMS San Francisco*, November 2005.

Mehrotra, V. “ ‘Follow the Money’: An Application of Optimization to Not-For-Profit Cash Flow Management,” *Canadian Operations Research Society Conference*, Montreal, May 2006.

- Mehrotra, V. and Özlük, Ö. “An Intelligent Intra-Day Updating Model for Call Center Scheduling With Random Rescheduling Times,” *INFORMS Pittsburgh*, November 2006.
- Mehrotra, V. “Leveraging Customer Data to Improve Operational Performance, Drive Customer Loyalty, and Serve the ‘Silently Dissatisfied,’” *7th Annual Call Center Week Conference*, Las Vegas, June 2006.
- Mehrotra, V. “Teaching Project Management,” *INFORMS Teaching Management Science Workshop*, San Francisco, July 2006.
- Mehrotra, V. “New Approaches to Measuring First Call Resolution: Make it Actionable,” *ICCM Canada*, October 2007.
- Mehrotra, V. “Teaching Business Statistics,” *INFORMS Teaching Management Science Workshop*, Atlanta, July 2007.
- Mehrotra, V., Ross, K., Ryder, G., and Zhou, Y.-P. “Performance-Based Routing in the Presence of Heterogeneous Servers and Call Resolution Rates,” *Wharton Call Center Forum*, February 2008.
- Mehrotra, V. “Incorporating Technology into Operations Research/Operations Management Courses,” *INFORMS Teaching Effectiveness Colloquium*, Washington, DC, October 2008.
- Mehrotra, V. “The Call Center as a Customer Information Exchange and a Knowledge Factory,” *INFORMS Washington DC*, October 2008.
- Mehrotra, V. and Grossman, T. A. “If the Phone Doesn’t Ring, It’s Me”: A Software Support Organization’s Response to Excessive Costs,” *The Art and Science of Service V Conference*, Boston, June 2009.
- Mehrotra, V. “Panel: Teaching Project Management,” *INFORMS San Diego*, October 2009.
- Mehrotra, V., Ross, K., Ryder, G., and Zhou, Y.-P. “Routing to Manage Resolution and Waiting Time in Call Centers with Heterogeneous Servers,” *INFORMS Austin*, November 2010.
- Mehrotra, V. “Panel: Teaching Business Analytics,” *INFORMS Charlotte*, November 2011.
- Ryder, P., Mehrotra, V., Ray, T., and Miller, C. “Improv in the MBA Classroom,” *Colleagues in Jesuit Business Education Conference*, Loyola Marymount University, July 2012.
- Mehrotra, V., Grossman, T., and Sidaoui, M. “What Our MBA Students Tell Us About Analytics,” *INFORMS Phoenix*, October 2012.
- Hasenbein, J., Mehrotra, V., Morton, D., and Zan, J. “A Two-Stage Call Center Staffing Problem With Bayesian Updating,” *INFORMS Phoenix*, October 2012.
- Mehrotra, V. “CPMS Practitioners Offer Tips for Success in ORMS Practice,” *INFORMS Phoenix*, October 2012.
- Mehrotra, V., Ross, K., Ryder, G., and Zhou, Y.-P. “Routing to Manage Resolution and Waiting Time in Call Centers with Heterogeneous Servers,” *INFORMS Phoenix*, October 2012.
- Mehrotra, V. “INFORMS Transactions on Education (ITE): Some Thoughts from the Associate Editor for Special Issues,” *INFORMS Phoenix*, October 2012.
- Mehrotra, V. “Panel on Teaching Business Analytics,” *Decision Sciences Institute Annual Conference*, San Francisco, December 2012.
- Mehrotra, V. and Harris, J. “What’s the Difference Between a Data Scientist and an Analyst? Some Findings from a Recent Research Study,” *Predictive Analytics World*, March, 2014.
- Mehrotra, V. “Building an Analytics Consulting Practice,” *INFORMS Houston*, October 2017.
- Mehrotra, V. “How Artificial Intelligence Improves the Call Center,” *SpeechTEK*, April 2019.
- Mehrotra, V. and Hochstein, B. “How Academics are Predicting the Future Worlds of Sales, Marketing, and Customer Success,” *Pulse*, May 2019.

TEACHING BACKGROUND

University of San Francisco, Fall 2009 – Present

Courses Taught:

- Quantitative Business Analysis (Undergraduate)
- Business Analytics Fundamentals (Undergraduate Degree Completion)
- Systems and Technology (Undergraduate Degree Completion)
- Spreadsheet Modeling (MBA)
- Business Analytics (MBA)
- Operations Management (Executive MBA)
- Data Analysis and Decision Modeling (Executive MBA)
- Applied Business Statistics (MBA)
- Intensive Spreadsheet Analytics (MBA)
- Decision Making With Insight (MBA)
- Analytics Consulting Projects (MBA)
- Introduction to Data Mining (MBA)
- Coding for Analysts (MBA)
- Customer Data Analysis (MBA)
- Customer Success Management Career Accelerator Platform (MBA)
- Customer Success Management and SaaS (MBA)
- Analytics for Innovation (MSEI)
- Data Visualization and Decision Making (Executive MBA)
- Digital Business Success (MSIS)
- Advanced Spreadsheet Analytics (MBA)

New Courses Developed at USF

- Applied Business Statistics (MBA)
- Intensive Spreadsheet Analytics (MBA)
- Decision Making With Insight (MBA)
- Analytics Consulting Projects (MBA)
- Introduction to Data Mining (MBA)

- Coding for Analysts (MBA)
- Customer Data Analysis (MBA)
- Subscription Based Business Models (MBA)
- Customer Success Management Career Accelerator Platform (MBA)
- Customer Success Management and SaaS (MBA)
- Data Visualization and Decision Making (Executive MBA)
- Analytics for Innovation (MSEI)
- Leading and Managing Subscription-Based Businesses (Executive MBA)
- Analytics for Innovation (MSEI)
- Data Visualization and Decision Making (Executive MBA)
- Digital Business Success (MSIS)
- Global Business Practicum (EMBA)

New Executive MBA Workshops Designed and Delivered

- Improvisational Skills for Managers
- Executive Development Seminar Series
- Curriculum Integration Workshop Series
- Subscription-Based Business Models

San Francisco State University, 2003-2009

Courses Taught:

- Business Statistics (Graduate and Undergraduate)
- Operations Management (Graduate, Undergraduate, and Executive MBA)
- Project Management (Graduate and Executive MBA)
- Quality Management (Undergraduate)
- Value Creation in the Transnational Enterprise (Developed Jointly with International Business Department)
- Independent Studies (Graduate and Undergraduate)

Purdue University, 1997-2001

Faculty Member for “Call Center Campus” (Professional Development Program for Call Center Professionals)

Stanford University, 1988-1992

Teaching Assistant for Courses in:

- Decision Analysis (MBA)
- Deterministic Models in Operations Research (Undergraduate, Graduate)
- Stochastic Models in Operations Research (Undergraduate, Graduate)
- Probability and Statistics for Engineers (Undergraduate)
- Applications of Operations Research (Graduate)

SERVICE

University of San Francisco

- Elected Member, Peer Review Committee, Spring 2014 – Spring 2017, Fall 2018 – Spring 2023
- Faculty Representative, Board of Trustees Development Committee, Fall 2020 – Spring 2023
- USF Faculty Association, SOM Policy Board Representative, Fall 2020
- Chair, Executive MBA Re-Design Initiative, Spring 2019 - Present
- Chair, BAIS Department Faculty Search Committee, Fall 2017 – Spring 2018
- Director, MBA Customer Accelerator Platform on “Customer Success Management”, Fall 2017 - Present
- Departmental Representative, MBA Committee, Fall 2015 – Present
- Departmental Representative, Graduate Programs Committee, Fall 2012 - Present
- Member, Analytics Faculty Search Committee, Spring 2013 – Spring 2014
- Member, SOM Faculty Development Committee, September 2011 to May 2014
- Member, SOM Search Committee for Analytics Tenure-Track Faculty Member, Spring 2013-Present
- Coordinator, Executive MBA Management Simulation (“Completion Module”), Spring 2012 & Spring 2013
- Workshop Leader, New Student Orientation, MBA For Executives Program, Fall 2012
- Academic Director, MBA For Executives, June 2010 to May 2012
- Associate Academic Director, MBAE Program, August 2009 – May 2010
- Member, MBAE Program Design Team, Summer 2009
- Faculty Facilitator, Freshmen Week Book Discussion, Fall 2009
- Member, BPS Programs and Curricula Transition Team, Fall 2009
- Representative, USF Interdisciplinary Committee on Aging (ICA), Fall 2009 to Spring 2012

San Francisco State University, College of Business

- Elected by Faculty to Graduate Business Program Director Search Committee
- Faculty Advisor to Decision Sciences Student Association
- Numerous Committee Assignments Including Assessment, Grade Appeals, and Outreach

Other San Francisco State University Service Activities

- Elected by University Faculty to Advisory Committee on University Fundraising
- Faculty Advisor to Indian Students Association
- Partnership with Office of Development to Conduct Statistical Analysis of Alumni Giving Patterns

Institute for Operations Research and Management Science (INFORMS)

- Associate Editor, *Services Science*, Summer 2014-present
- Associate Editor, *INFORMS Transactions on Education*, 2008-present
- Columnist for *Analytics*, Spring 2010 to Present
- Columnist for *Operations Research/Management Science Today*, 1997-2010
- Program Co-Chair, *Art and Science of Service Conference*, June 2009.
- Local Arrangements Chair and Conference Host, *Teaching Management Science Workshop*, Summer 2006.
- Member of INFORMS Marketing Strategy Committee, 2006-present
- Past President, Northern California INFORMS Chapter

Stanford University

- Fundraiser for Dantzig-Lieberman Fund, 2005. Personally raised over \$100,000 (of \$1,200,000 total).
- Focus Group Participant in Designing *Future Professors of Manufacturing Program*, 1991

Business Community

- Student-Driven Consulting Projects with Several Local Not-For-Profit Organizations (including the **Human Rights Data Analysis Group, Center for Independent Living, Rubicon National Social Innovations, and San Francisco State University Office of Development**) and Businesses (Including **Charles Schwab, GAGA Sports, Sheppard Partners, the Waypoint Group, Epic Boardshops, Castlight Health, Les Concierges, MSH Labs, Sage/Intacct, Freshbooks, Lyte, Xola, Big Commerce, Simpo, Canto, KeepTruckin, Genesys, Fastly, Paradigm, Raken, Bloom Energy, Carousel Industries**)
- Fellow at the Human Rights Data Analysis Group, Fall 2016 – Spring 2017
- Serving on Technical Advisory Boards for several local start-up companies
- Active in Helping Place Students with a Wide Range of Local Firms (Including **CoreMetrics, Knowledge Networks, Rapt, Oakland Athletics, McKesson, Waypoint Group** and **AOL/Advertising.com**)
- SuccessHacker Customer Success Management Curriculum Advisory Board (Spring 2021– Present)

PROFESSIONAL AFFILIATIONS

- Institute for Operations Research and Management Science (INFORMS)
- Production and Operations Management Society (POMS)
- Decision Sciences Institute (DSI)
- Society of Workforce Planning Professionals (SWPP)

EDITORIAL AND REFEREE ROLES FOR ACADEMIC JOURNALS

- INFORMS Transactions on Education (Associate Editor)
- Manufacturing and Service Operations Management
- Operations Research
- Management Science
- Interfaces
- Production and Operations Management
- Service Science
- International Journal of Operations and Quantitative Management
- International Journal of Simulation and Process Modeling
- California Journal of Operations Management
- Winter Simulation Conference Proceedings
- Encyclopedia of Operations Research and Management Science

INVITED ACADEMIC LECTURES AND SEMINARS

- Stanford University Graduate School of Business
- Stanford University School of Engineering
- Tulane University
- Cornell University
- Naval Postgraduate School
- University of Texas-Austin
- University of California-Berkeley
- Technion – Israel Institute of Technology
- University of Washington School of Business
- University of Washington School of Engineering
- IESEG School of Management (Paris)
- St. Olaf College
- Reed College
- Mills College
- University of Calgary
- University of Montreal
- University of Alabama
- University of San Francisco
- San Francisco State University

PhD Student Committees and Collaborations

- Samuel Steckley, Operations Research, Cornell University (Advisor: Professor Shane Henderson)
- Geoff Ryder, Computer Engineering, University of California-Santa Cruz (Advisor: Professor Kevin Ross)
- Alex Roubos, Mathematics, Vrije University-Amsterdam (Advisor: Professor Ger Koole)
- Jing Zhan, Mechanical Engineering, University of Texas-Austin (Advisors: Professor David Morton and Professor John Hassenbein)
- Ross Johnson, Marketing, University of Alabama (Advisors: Professor Bryan Hochstein and Professor Clay Voorhees)