CAROL SWITZER

PÆRADIGMS



First name	Carol
Family name	Switzer
Nationality	Italian, US
Location	Lugano, Switzerland

KEY QUALIFICATIONS

Carol Switzer is an Italian and US national based in Lugano (CH). She is a career counsellor and faculty member at USI Universi tà della Svizzera italiana, teaching graduate-level employability skills. She previously designed and delivered career education curricula at Franklin University Switzerland and built university–industry partnerships at Università Cattolica del Sacro Cuore in Milan. Her wider expertise spans labour market analysis, graduate employability and training needs assessment for education institutions across Africa, the Middle East and Europe.

- Labour market analysis and skills development
- Curriculum development & delivery
- Green TVET and higher education
- Graduate employability
- Learner-centred pedagogy
- Project management
- Research methods (quantitative and qualitative)
- Cross-disciplinary collaboration
- Stakeholder engagement

REGIONAL EXPERIENCE

Africa		MENA	Europe	Europe/ Americas
• Botswana	• Senegal	• Algeria	• Italy	• Brazil
• Cameroon	• Sierra Leone	• Jordan	• Germany	• US
• Kenya	• Tanzania	• Lebanon	• Switzerland	
• Ethiopia	• Tunisia	• Syria	• UK	
• Nigeria	• Uganda			
• Rep of Congo	• Zimbabwe			

EDUCATION

Date	Degree	Institution
1992 – 1994	MBA Master of Business Administration	UCLA University of California Los Angeles, USA
1983 – 1984	International mobility	University of Oxford, UK
1981 – 1985	Bachelor's in Mathematics	University of San Diego, USA

SELECTED CONTINUING EDUCATION

Date	Subject	Institution
2023	Alumni Tracer Study Design and Implementation	ILO ITC International Training Centre
2019	Lean Six Sigma Green Belt Certification	USI Università della Svizzera italiana
2012	Professional Teacher Certification, Secondary Level Mathematics	Miami-Dade College, USA

LANGUAGE SKILLS

Language	Reading	Speaking	Writing
English (native)	C2	C2	C2
Italian	C2	C2	C2
Spanish	B2	B2	B1

EMPLOYMENT SUMMARY

Date	Location	Organisation	Position	Description
10.2019 – ongoing	Switzerland	Paeradigms	Senior Partner	• Manage finance, IT, admin, & **knowledge management** across all projects. • Design and conduct research and analysis. • Project management, proposal and bid writing, expert team management.
08.2020 – ongoing	Germany	Freie Universität	Editor	• **Quality control** for the Cluster of Excellence SCRIPTS • Developmental and copy editing of research publications.
04.2015 – ongoing	Switzerland	USI Università della Svizzera italiana	Faculty	• Career Counsellor and faculty member teaching graduate-level **employability skills**, academic writing, and research methods. • (to 2020) Managing Director, World Challenges Programme - supervised interdisciplinary student research on sustainability topics and co-authored academic workbook. • (to 2019) Strategic Planning Manager, Humanitarian Operations Research Group – coordinated research activities and academic publications.

Date	Location	Organisation	Position	Description
06.2014 – 01.2018	Switzerland	Franklin University Switzerland	Career Education Advisor	• Designed, developed, and delivered **career education curriculum** integrating sustainability principles into business education. • Academic liaison for Principles for Responsible Management Education (PRME) – prepared institutional reports and fostered integration of responsible management education. • Developed pedagogical materials and academic communications for student and faculty engagement.
04.2007 – 06.2009	Italy	Università Cattolica del Sacro Cuore, Milano	Internship Coordinator	• Developed and managed university-industry partnerships to facilitate **experiential learning opportunities** for international mobility students, bridging academic curricula with professional practice. • Designed and delivered course on **workplace competencies/ professional skills development,** preparing students for labour market integration.
04.2004 – 06.2014	Switzerland Italy, US	Independent	Researcher	• Market opportunity research and analysis for biotech and pharmaceutical organisations.
04.1995 – 01.1998	UK	Cambridge Cable	Head of Sales and Marketing	• Joint venture with Singapore Telecom & Comcast Corp. • Managed 3 cable TV franchises, incl. programming channel content, customer service, with 50% of company staff (150+ people).
06.1988 – 12.1994	US	Paramount Pictures	Director Systems Planning	• Designed and developed remote system for on-site production management. • Managed syndicated television partnerships for Paramount and Universal. • Implemented contract system for motion picture and television products.
06.1987 – 06.1988	US	American Express	Trading Floor Programmer	• Coded financial reporting systems for financial instruments and commodity traders.
06.1985 – 05.1987	US	Electronic Data Systems	Systems Engineer	• Designed and developed equipment tracking system for General Motors. • Report writer for monthly division level report on project status

SELECTED PROJECTS

Date	Location	Organisation	Position	Description
08.2026 – 02.2027	Rwanda	LuxDev	Project Manager	**Digital Skills for Quality TVET in Rwanda** • Manages all client-facing administrative obligations, including submission of financial reports, invoices, and project documentation. • Expert team guidance and support.
07.2024 – 03.2026	Ethiopia	UNICEF	Project Manager, researcher	**Evaluation of Nutrition Supply Chains and Capacity-Building for Health-System Strengthening in Conflict-Affected Ethiopia** • Analysed and quantified losses across distribution pathways, identifying structural drivers, gaps in coordination and health-system capacity. • Produced evidence-based recommendations to enhance support for regional health facilities and inform scalable systems-strengthening measures in humanitarian nutrition response. • Designed and delivered a national training-of-trainers (ToT) programme with participants from all regions of Ethiopia, strengthening competencies in supply-chain monitoring and data-driven decision-making. • Facilitated the development of cascading training and implementation plans, enabling participants to replicate and adapt the curriculum within their respective regional health systems.
03.2025 – 12.2025	Brazil, Kenya, Pakistan	GIZ	Project Manager & quality control	**Skills development for the green economy: Country studies in Brazil, Kenya and Pakistan** • Multi-country comparative research examining skills development and its impact on the economy across three national contexts. • Applied mixed-methods research design including stakeholder interviews, policy analysis, and labour market assessment. • Published country case studies analysing sectoral coordination, policy frameworks, and employment trends in high-impact sectors (Brazil: construction/cement; Kenya: transport/agriculture; Pakistan: renewable energy/climate-smart agriculture), contributing to academic understanding of people-centred transition strategies.
02.2023 – 04.2025	Algeria, Lebanon	International Labour Organisation	Project Manager & Researcher	Research into the **impact of qualifications on moving from informal to formal employment** in the MENA region. • Conducted research examining impact of qualifications on labour market transitions from informal to formal employment in MENA region. • Applied quantitative research methods to analyse educational pathways and employment outcomes.

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09.2023 – 12.2024	North Africa, Jordan, Lebanon, Western Balkans	Union for the Mediterranean (UfM)	Project Manager & green skills expert	**Applied Research in Environmental Policy & Green Skills Integration** • Conducted applied policy research on environmental frameworks informing evidence-based workshop design for higher education faculty, MENA region. • Delivered professional development to university professors & researchers, on curriculum integration of green skills and sustainability education using pedagogical frameworks (European Training Foundation "Scaffold" tool). • Advanced education for sustainable development (ESD) scholarship through action research methodology engaging educational institutions, policymakers, industry, and civil society stakeholders.
10.2023 – 07.2024	Global	Enabel	Evaluator, Report Writer	• **Evaluation of the relevance and coherence of the ENABEL strategy 2030** in view of geopolitical shifts, the Belgian and EU policy frameworks and the evolving international cooperation landscape.
02.2024 – 03.2024	SSA, Asia, Latin America, Europe	INASP	Project Manager & green skills expert	**Climate smart integration of green skills into TVET and HE projects** • Online workshop including a "flipped classroom approach" introducing international cooperation experts to green skills, environmental policy frameworks, and application strategies in teaching and research.
02.2023 – 09.2023	Jordan, Lebanon, Syria	GIZ University of People	Project Manager & Researcher	**Research study & mid-term review of online higher education for refugees** • Mid-term programme evaluation examining access to higher education through online platforms for refugee populations. • Conducted research study assessing effectiveness of online learning modalities in refugee contexts, contributing to scholarship on educational access and technology-mediated learning. • Research presented to the **Oxford University Centre for Global Higher Education Group** in 2024 and in Springer Nature as part of the book **Technology for Societal Transformation** in 2025.
02.2023 – 09.2023	Botswana, Morocco, Tunisia, UK	British Council Going Global	Project Manager & green skills expert	**Greening TVET benchmarking tool** • Conducted research into environmental policy approaches to greening TVET systems in Botswana, Morocco, and Tanzania to inform design. • Developed benchmarking tool for assessing national progress towards a green economy to support governments, industry, education, and civil society in policy communication, priority-setting, and sharing best practices.
05.2022 – 02.2023	Latin America, SSA & Asia	GIZ & EU VET Toolbox (DG-INTPA)	Project Manager & green skills expert	**Internal Skills for the green transformation Toolkit** • Designed and executed large-scale qualitative research study (70 semi-structured interviews) examining international cooperation projects across multiple agencies (GIZ, Enabel, LuxDev, British Council, Expertise France). • Developed theoretical framework for green skills in TVET and conducted systematic mapping of educational practices across studied regions. • Published findings as **Green Skills Toolkit** with accompanying resources (interactive dashboard, video, and media), training materials, and knowledge dissemination products.
10.2021 – 04.2023	Cameroon, Nigeria, Kenya, Algeria	GIZ Pan African University	Project Lead	**Tracer study** for the Pan African University • Designed longitudinal graduate tracer study for Pan African University following international research standards and best practices in higher education outcomes assessment. • Developed replicable survey instrument establishing empirical baseline for institutional research and programme evaluation.
07.2020 – 12.2022	World (Remote)	Green Climate Fund (GCF)	Project Lead	**Review of Simplified Approval Process (SAP) Technical Guides** • Technical review for the knowledge management team on full series of SAP sectoral guides, supporting National Designated Authorities (NDAs) in developing proposals that meet GCF criteria, across 11 result areas, incl. energy, transport, infrastructure, ecosystems, and food & water security.
11.2022 – 05.2023	41 countries	DG-INTPA	Project Manager	**End-term review of the VET Toolbox 1 Programme** • Programme evaluation of EUR 16m TVET initiative across 41 countries co-implemented by Enabel, GIZ, LuxDev, and the British Council. • Assessed programme relevance, impact, and sustainability using utilisation-focused evaluation framework and mixed-methods research design. • Published evaluation report, facilitated stakeholder dissemination workshops informing future programme development and Team Europe Initiatives.
04.2021 – 06.2022	Nigeria, Cameroon, Kenya, Algeria	GIZ / Pan African University	Project Manager & Researcher	**Review of the Pan African University's programme portfolio** • Managed academic programme evaluation team of 12 subject matter experts conducting quality review of 42 postgraduate programmes at PAU.

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				• Customised assessment framework based on African Union (AU) strategic plan to examine curriculum structure, pedagogical quality, learning outcomes, and institutional alignment with AU educational priorities. • Evaluated integration of green skills and education for sustainable development across disciplinary programmes.
04.2021 – 06.2022	Algeria	GIZ / Pan African University	Project Manager & Researcher	**Development of Master's in Climate Change** • Curriculum development with blended and distance-learning modules of Pan African University's Master's degree in Climate Change in partnership with University of Cape Town, ensuring alignment with international standards. • Provided academic quality assurance and advisory for accreditation process.
01.2021 – 12.2021	North Africa, Jordan, Lebanon	Union for the Mediterranean (UfM)	Expert	**Dissemination of research on Employability-Innovation Nexus** • Designed and delivered capacity development with multistakeholder engagement for universities and ministries on integrating employability and innovation using ESD frameworks.
03.2020 – 12.2020	North Africa, Jordan, Lebanon, Italy, Spain	Union for the Mediterranean (UfM)	Project Manager & Expert	**Research on the Innovation-Employability Nexus in the Mediterranean** • Conducted systematic research study of sustainability education & graduate employability nexus, mapping 146 regional initiatives. • Published findings for academic, policy, and practitioner audiences, contributing to scholarship on education-labour market linkages.
01.2018 – 04.2021	Finland, Sweden, Switzerland	USI Università della Svizzera italiana	Project Lead	**Student research programme into World Challenges** • Supervised and mentored student research teams applying qualitative research methodologies to sustainability studies. • Co-authored published academic workbook **"The Sustainability Grand Challenge: A Wicked Learning Workbook"** (Routledge).
04.2019 – 06.2019	Algeria	Pan African University/ GIZ	Quality Control Reviewer	**Academic review of syllabus outlines for four master's programmes** • Academic review of master's syllabi in Water and Energy Engineering/Policy, evaluating curriculum coherence, quality, and alignment with standards.
05.2014 – 09.2014	Nigeria	Development Solutions International	Researcher	**Climate mitigation for communities** • Developed business case analysis & implementation manual for Unilever CSR initiative establishing water shops for climate-mitigation benefits.

PUBLICATIONS

- Moussa, A., Wollny, C., & Switzer, C. (2025, in press). Bridging the Gap: Leveraging Online higher Education for Displaced Person. In L. Yesufu, E. Nohuddin (Eds.), *Technology for Societal Transformation: Exploring the Intersection of Information Technology and Societal Development.* Springer Nature. https://link.springer.com/book/9789819617203
- Switzer, C., Volles, N., Provenzano, G., & Boitard, R. (2024). *Integrating green skills into education and research – The role of universities and research centres.* Barcelona: Union for the Mediterranean. https://ufmsecretariat.org/wp-content/uploads/2024/11
- Fonteyne, B., Awortwi, N., Walter-Drop, G., Tantoh, N., & Switzer, C. (2024). *Evaluation of Enabel's 2030 Organisational Strategy and its implementation since 2020.* Bruxelles: Enabel. https://www.enabel.be/app/uploads/2024/12/240724_ExecSumm_Paeradigms_Eval_EnabelStrategy2030.pdf
- Mullan, J; Kagiri-Kalanzi, E.; von dem Busche, S.; & Switzer, C. (2024), *Developing a Comparative Analysis Tool for Greening TVET Systems,* British Council. Retrievable at: https://www.britishcouncil.org/sites/default/files/greening_tvet_systems_comparative_analysis_full_research_0.pdf
- Hahn, K., Halle, R., Lazor, A., Hayek, N., Kagiri-Kalanzi, E., Switzer, C., & Volles, N. (2023). *Skills for the Green Transformation Toolkit. GIZ, VET Toolbox.* Retrievable at https://vettoolbox.eu/publications/skills-for-green-transformation/
- Volles, N., & Switzer, C. (2020). *Reinforcing the Innovation- Employability Nexus in the Mediterranean - A Handbook for Academia, Industry and Policymakers* (1st ed.). Barcelona: Union for the Mediterranean.
- Gibbert, G., Switzer, C., & Volles, N. (2020). Chapter 3: The proposal: how we got started. In Gibbert, M., Luistro-Jonsson, M.J., Valinkangas, L. *The Sustainability Grand Challenge: A Wicked Learning Workbook.* Routledge: London.
- Switzer, C. & Luistro-Jonsson, M.J. (2020). Chapter 4: A new ambiance of internationalisation, digitalisation, and sustainability for students through pedagogy. In Gibbert, M., Luistro-Jonsson, M.J., Valinkangas, L. *The Sustainability Grand Challenge: A Wicked Learning Workbook*. Routledge: London.
- Switzer, C. (2020). Chapter 6: The invitation: timing is everything. In Gibbert, M., Luistro-Jonsson, M.J., Valinkangas, L. *The Sustainability Grand Challenge: A Wicked Learning Workbook.* Routledge: London.
- Luistro-Jonsson, M.J. & Switzer, C. (2020). Chapter 16: Wicked Learning: an evolving recipe. In Gibbert, M., Luistro-Jonsson, M.J., Valinkangas, L. *The Sustainability Grand Challenge: A Wicked Learning Workbook*. Routledge: London.

REFERENCES

Org	Union for the Mediterranean	Green Climate Fund	Università della Svizzera italiana, Switzerland
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