

Dr. W. Gardner Campbell  
Administrative Resumé

**2013-2016 Vice Provost for Learning Innovation and Student Success, Dean of University College, and Associate Professor of English (tenured)**  
Virginia Commonwealth University, Richmond, Virginia.

Position reports directly to the Vice President for Academic Affairs/Provost. Annual budget averaging approx. 10M. My units comprised just over 100 FTE faculty and staff.

**Reporting Units (some reorganization occurred with each of the three provosts I served under in my first eighteen months at VCU).**

University College (First-Year Experience, Curricular Innovation, and Interdisciplinary Studies):

- Department of Focused Inquiry.
- Bachelor of Interdisciplinary Studies undergraduate degree program.
- Decanal oversight of faculty within four undergraduate Living-Learning Programs: LEAD (leadership studies), Innovate (art, business, entrepreneurialism), Globe (international studies), and ASPiRe (community engagement).
- Common Book Program. A hallmark first-year experience program begun in 2007, now expanded to an all-University program of events throughout the academic year. The first VCU Common Book, *The Secret History of Wonder Woman*, brought Dr. Jill Lepore to campus in February for two full days of classes, activities, and presentations.

Division of Learning Excellence (supporting Academic Learning Excellence across both campuses—reorganized in the fall of 2015):

- Campus Learning Center. Includes supplemental instruction, tutoring and a Testing Center. Roughly 60K total student appointments each year.
- Writing Center. Student tutors, overseen by a full-time Director and Assistant Director.
- Athletic Academic Services. Athletic tutoring, advising, and academic affairs coordination.

Academic Learning Transformation Lab (ALT Lab, formerly the Center for Teaching Excellence): “Connected Learning for a Networked World,” focusing on faculty development, student engagement, communities of practice, and technology-enhanced active learning (TEAL).

- ALT Lab supports face-to-face, hybrid, and fully online academic programs and faculty development.

Before VCU moved to a unified advising environment for all undergraduates in the fall of 2014, I was also responsible for first-year, pre-health, and undeclared advising.

The Division of Learning Innovation and Student Success’s primary charge is to support excellence and innovation in student learning across all levels—undergraduate, graduate, and first professional—as well as on both campuses of the university.

**Key Accomplishments**

- Program review and complete reorganization of Center for Teaching Excellence, combining it and Online Academic Programs into one programmatic and administrative unit, the Academic Learning Transformation Lab (ALT Lab).

- Revised the Bachelor of Interdisciplinary Studies undergraduate degree program to include a core curriculum (under development) with cornerstone, capstone, and experiential learning components. Hired a new director (Associate Dean, University College), the first full-time director in many years. Emphasized outreach to undeclared students, improved advising, more consistent assessment. Began development of a fully online BIS program to complement face-to-face/hybrid program.
- Principal writer and Executive Director of the Quality Enhancement Plan, “Learning That Matters: Building a Culture of Generalizable Education” (required by regional accreditation body, SACSCOC; reaffirmation of accreditation granted and QEP approved, January 2015). Established General Education Task Force for substantial revision of Tier II of the VCU Core Curriculum; selected QEP co-directors; worked with a variety of stakeholders on integrative thinking / connected learning initiatives.
- Increased fully online course enrollments over 25%; launched three new fully online graduate programs.
- Designed and led two highly innovative online learning experiences: “Thought Vectors in Concept Space,” a connectivist MOOC informed by the networked collaboration framework pioneered by Dr. Douglas Engelbart (see [thoughtvectors.net](http://thoughtvectors.net)) and “The Great VCU Bike Race Book,” an experiential learning opportunity in which over 330 students took as their subject the UCI World Bicycle Championships held in Richmond in September, 2015. Student work took place in twenty-five courses in disciplines including anthropology, physics, gender studies, sociology, history, photography and journalism, psychology, and marketing, among others. The openly networked “book” can be viewed at [greatvcubikeracebook.net](http://greatvcubikeracebook.net).
- With Christina Engelbart of the Doug Engelbart Institute, launched the world’s first Engelbart Scholar Award program: two \$5,000.00 scholarships annually to support an onsite undergraduate research experience in the Engelbart Archives, located in Silicon Valley at Stanford University, the Computer History Museum, and the Engelbart Institute (housed at SRI International). First cohorts were students majoring in social work, commercial arts, biomechanical engineering, and history.
- Began “Course Trailers” initiative to produce engaging, thoughtful videos describing general education courses.
- Led the design, rollout, and continuing implementation of “Rampages.us,” a campus-wide WordPress platform for connected learning. Since its launch in January, 2014, Rampages has grown to over 17,000 course sites, program sites, and student blog sites. This initiative supports our Quality Enhancement Plan’s focus on digital fluency as a platform for integrative thinking.
- Hired the first Director of Student Success for the Division of Learning Innovation and Student Success, with particular responsibilities for developing success strategies for first-generation and underrepresented minorities as well as the use of Open Educational Resources throughout the undergraduate curriculum.
- Hired the first Connected Learning Postdoctoral Fellow for the Division of Learning Innovation and Student Success, with particular responsibilities for connected learning assessment, network analysis, and public outreach.
- Hired VCU’s first Learning Spaces Specialist. Position responsible for strategic pedagogical and technical research and development for learning environments at VCU. This position was co-funded by Technology Services and the School of Social Work.
- Increased financial and strategic support for the Institute for Inclusive Teaching, a collaboration between University College and the Division for Inclusive Excellence at VCU. Program expanded from spring symposium to semester-long events and activities.
- Pioneered development of “connected learning courses” at VCU that piloted new approaches to the general education curriculum. First round of approvals and design funding went to new 200-level courses in the arts, psychology/medicine, and computational thinking.

- Hired the first Scholar-in-Residence for the Division of Learning Innovation and Student Success, the award-winning photographer, filmmaker, and journalist Brian Palmer (see Brian’s blog, “A Learner In Residence,” at [http://rampages.us/bxpnyc/.](http://rampages.us/bxpnyc/))
- Hired the first Compliance Coordinator for Online Academic Programs, with responsibilities for state authorization and clinical placement review.
- Chair of two search committees: Senior Vice Provost for Academic Affairs, and Associate Dean for Undergraduate Studies in the School of Engineering. Served on search committee for Dean of Honors College.
- Provided vision and administrative support for initiatives within the Provost’s Senior Leadership staff, including work on the University’s Strategic Plan, *Quest for Distinction*, as well as reaffirmation of regional accreditation, new programming for parents, outreach to the Board of Visitors (University governing board), etc.
- Strengthened and regularized academic policies and processes within University College.
- Led faculty development initiatives at VCU using the “Connected Courses” pedagogical framework, in cooperation with the initiative sponsored by the Connected Learning Research Group of the MacArthur Digital Media and Learning project (directed by Dr. Mimi Ito, University of California-Irvine, and Professor Howard Rheingold, Stanford University).
- Expanded support for the VCU Institute for Inclusive Teaching, in cooperation with the Division of Inclusive Excellence and the Division of Student Affairs.
- Began initiatives with Campus Learning Center and Writing Center to support online learners with new programs and services.
- Began work with VCU-Qatar on curriculum, faculty development, and technology-enhanced active learning.
- With VCU’s Chief Information Officer, brought Lynda.com online professional development to VCU, and led committee to allocate Virginia’s Higher Education Equipment Trust Fund (HEETF) monies in support of VCU’s teaching/learning operations, including classrooms, colleges and schools, departments, and programs.
- As a Master Instructor, led three Connected Courses panel discussions for the Connected Courses initiative, sponsored by the Connected Learning Research Hub (“Web Imperatives,” “Web Literacy,” and “Next Steps”).

**2011-2013      Senior Director for Networked Innovation (originally Director of Professional Development and Innovative Initiatives) and Associate Professor of English (tenured)**

Virginia Polytechnic Institute and State University (Virginia Tech), Blacksburg, Virginia

Managed two direct reports (one full-time, one part-time) and another full-time staff member, as well as three Graduate Assistants. My total operating budget was approximately \$200,000 annually (combined total for the Faculty Development Institute and the Center for Innovation in Learning). Position originally reported to the Senior Director for Strategy and Planning. When I became a Senior Director, my position reported to the Associate Vice President for Learning Technologies. In both my roles, I had a dual-report “dotted line” to the Vice President for Undergraduate Studies.

**Key Accomplishments**

- Shifted “Deans Conversations” from immediate operational needs to a high-level strategic conversation with senior leadership. For the first time, the deans of Undergraduate Studies, Graduate Studies, and University Libraries were invited to the conversations.
- Increased Faculty Development Institute emphasis on transformative pedagogies and technology-enhanced active learning, including a new FDI Faculty Inquiry Group on strategies for mindful

learning as well as a series of brown-bag lunches devoted to brief presentations on timely concerns such as large-enrollment classes, data visualization, gaming, etc.

- At the request of Virginia Tech’s Office of International Research, Education, and Development, designed a week of faculty development activities for delegation from Senegal, in partnership with colleagues in Learning Technologies, Newman Library, and the Institute for Distance and Distributed Learning.
- Designed, developed, and helped implement a comprehensive blogging initiative in the new Honors Residential College.
- Created the Distinguished Innovator in Residence program for Virginia Tech, in partnership with the University Libraries. DIRs included web developer and technology strategist Jon Udell, new media studies expert Janet Murray (Georgia Tech), and open-access advocate Cameron Neylon.
- Developed and led three semesters of the New Media Networked Faculty-Staff Development Seminar. Participants at VT included nearly fifty faculty, staff, and graduate students from Biology, Rhetoric, Mechanical Engineering, Urban Planning, History, ASPECT, Newman Library, Learning Technologies, the Institute for Policy and Governance, English, Forest Resources and Environmental Conservation, Geoscience, Fish and Wildlife Conservation, Science and Technology Studies, and the Virginia Tech Foundation. Networked participants across the US and around the world included U-Cal Berkeley, Brandeis, Houston Community College, Baylor, the University of Queensland, Benedictine University, Whitman College, the University of Central Florida, Tulane University, as well as participants in a Second Life seminar group with faculty, staff, and journalists living in Missouri, Florida, Aruba, Belgium, and other far-flung locations.
- By invitation, attended the O’Reilly “FOO Camp” conference in June, 2012. This conference is highly selective and brings together around 200 global thinkers and innovators for a weekend of intensive conversation, strategizing, and idea-generation.
- Revitalized the moribund Center for Innovation in Learning (CIL) and began a campus-wide Learning Innovation Grants program, with approx. 40K in funding for the first year. With Shelli Fowler (Executive Director, Graduate Education Development Institute) designed a model learning space for the Center.
- Participated in the Virginia Tech Long-Range Strategic Planning Process.
- Served on both the pre-planning committee and ongoing supervisory committee for Virginia Tech’s new undergraduate Integrated Learning classroom building.
- Served on the Implementation Committee charged with a complete revision of Virginia Tech’s general education curriculum
- Named as a co-PI on an NSF WIDER-EAGER grant (funded) and a collaborator on an IGERTS grant (not funded).
- Served on Living-Learning committee charged with planning the new West Ambler Johnston residence hall community.
- Assisted blogging initiatives in Biology, Business, Presidential Global Scholars, and Urban Planning.
- Taught one undergraduate Honors Course, and one combined graduate/undergraduate course for the Preparing Future Professoriate program (grads) and the Honors Program (undergrads).

**2008-2011      Director of the Academy for Teaching and Learning, and Associate Professor of Literature, Media, and Learning in the Honors College.**  
Baylor University, Waco, Texas.

Supervised an office manager and six graduate fellows. Directly manage a budget of approx. 400K annually. Position reported to the Senior Vice Provost.

### **Key Accomplishments**

- Administered multidisciplinary ATL Graduate Fellows program (expanding to six graduate student Fellows for FY 2011) and Faculty Fellows program (four Fellows annually).
- Administered the Baylor Summer Faculty Institute, a five-week intensive faculty development program in teaching, research, and service.
- Provided ten to twelve Seminars for Excellence in Teaching annually.
- For Spring, 2010, the ATL piloted a twelve-week New Media Faculty Development Seminar for faculty in the Baylor Interdisciplinary Core, with the participation of the New Media Consortium. See <http://www.nmc.org/nmfs>. Under my leadership, the ATL repeated this seminar in the Fall, 2010 and Spring, 2011 term. We were joined virtually by groups or individuals at Tulane, Houston Community College, Tulane, Rice, St. Lawrence University, and others.
- Fall, 2010, launched “The Almanack Experiment,” a first-year-experience initiative focusing on digital citizenship and reflective curation in Business 1301 (500 students), with Dr. Blaine McCormick, Hankamer School of Business.
- Appointed by the Provost to originate, produce, and recruit academic content for Baylor’s new iTunesU presence (e.g., “Learning at Baylor,” interviews supporting the Black Gospel Music Restoration Project, scholarships and undergraduate research, lecture captures, etc.).
- Led faculty/staff development project in digital storytelling.
- With the Electronic Library, led Baylor’s involvement in the EDUCAUSE Learning Initiative, including the formation of faculty/staff/student teams for presentations and participation.
- Led Baylor’s involvement with the New Media Consortium, including “C-LAB” (Campus Leaders Advisory Board) members drawn from faculty, staff, and graduate students.
- Served on the Information Technology Services / Library Advisory Board.
- Served on the URSA (Undergraduate Research and Scholarly Accomplishment) committee.
- Served on Provost’s Classroom Utilization / Learning Space Design committee.
- Worked closely with Central Libraries and Electronic Library on conferences, e-learning, and “incubator classroom” design.
- With Electronic Library, administered annual Educational Technology Showcase.
- Assisted Baylor faculty and staff with internal and external grant applications and support.
  - Co-PI for NSF grant proposal, “A Hybrid Design for Enhanced STEM Learning: Studying the Balance Between Explicit Instruction, Real-Space Labs, and Socially-Mediated Online Communication in Wireless and Microwave Engineering Education.” With Dr. Charles Baylis (PI) Dr. Randall Jean (Co-PI), and Dr. Steve Eisenbarth (Co-PI), School of Engineering and Computer Science, Baylor University (not awarded).
  - Co-PI for research and assessment pilot focusing on measures of interest and curiosity in selected first-year courses (experimental design and grant application in progress, to begin Fall, 2010). With Megan Johnson, Ph.D. candidate and ATL Graduate Fellow, Dept. of Psychology and Neuroscience (not awarded).
- Taught one course per semester in the Baylor Honors Program.

### **Fall, 2006      Director for Teaching, Learning, and Technology** University of Richmond, Richmond, Virginia

Supervised a staff of twelve, including a teaching-learning liaison group, a lab-classroom management group, and a faculty development specialist. Reported to the Vice-President for Information Services. Directly managed a budget of over one million dollars annually.

### **Key Accomplishments**

- Directed the Program to Enhance Teaching Effectiveness (PETE)
- Managed an iPod initiative involving ten faculty and over 200 students

- Led Academic Commons project to support research, multimedia creation (including high-definition video), and non-print media playback of all kinds.
- Served as the University's Liaison to NITLE, the National Institute for Technology in Liberal Education.
- Renewed the Center for Teaching, Learning and Technology's mission and restored vital bridges with faculty, librarians, staff, and students throughout the University.

**2003-2006      Assistant Vice-President for Teaching and Learning Technologies, and Professor of English**  
University of Mary Washington, Fredericksburg, Virginia

Supervised a staff of six instructional technology specialists on two campuses. Position reported to the Vice President for Information Technologies/Chief Information Officer. Budget was managed centrally through the CIO's office.

### **Key Accomplishments**

- Executive sponsor, Wireless Computing Initiative. Developed \$450,000 proposal for a University-wide wireless computer network and helped oversee its implementation, which was essentially complete within four months after the proposal was approved.
- Designed and implemented Teaching and Learning Technologies Fellows faculty development program.
- Hired and managed an outstanding staff in the Division of Teaching and Learning Technologies.
- Led Division of Teaching and Learning Technologies in the "Bluehost Experiment," a low-cost, bootstrapping innovation environment using an externally hosted service. A pervasive culture of networked learning resulted that brought international recognition to University faculty, students, and staff through later developments such as the "Domain of One's Own" initiative.
- Led the University to join the EDUCAUSE Learning Initiative and the New Media Consortium. In 2007, I was appointed to the ELI Advisory Board for a three-year term, extended to a fourth year.
- Designed and led two signature events for the UMW community: the Student Academy on Information Technologies and the Faculty Academy on Instructional Technologies (the latter was begun by my predecessor, Dr. David Ayersman but substantially redesigned by me). These events include faculty, student, and staff participants from both UMW campuses, and attract internationally renowned guest speakers and workshop leaders to the University, most recently Dr. Diana Oblinger (then Director of the EDUCAUSE Learning Initiative, now President of EDUCAUSE), Dr. Bryan Alexander (Director of Research for NITLE, and Dr. Karen Stephenson (CEO of Netform, Inc., Katherine Hepburn Fellow at Bryn Mawr, and an expert on social network analysis).
- Led the University to subscribe to ARTstor, an online digital repository of over 500,000 fine art images from around the world.
- Helped sponsor the UMW Centennial Images initiative, the first phase of what became a comprehensive Digital Asset Management System.
- Led Tablet PC initiative that brought over thirty laptops into teaching and learning environments at UMW.
- On behalf of UMW, served as participant and leader in two major State Council for Higher Education in Virginia (SCHEV) initiatives: the Virginia Learning Infrastructure Initiative and the Learning Technology Advisory Council.
- Served as Chair of the Electronic Campus of Virginia (2006-2008).

- Brought key constituencies together across both campuses to inform strategic planning in the use of teaching and learning technologies at UMW, primarily via the Teaching, Learning, and Technology Roundtable, which I founded in 2003 and chaired for three years.