



Leadership and Project Management Overview

Before entering the education sector, I worked for several years as member of the Canadian Forces Reserves, and then as a broadcast journalist. During my tenure with the 56th Field Engineer Squadron, I worked as an assistant to the unit's head Quarter Master. My responsibilities eventually included supervising junior ranking staff, as well as management of our unit's field ration supplies, clothing supplies, and weapon storage and security. The highlight of this stage of my career, in terms of leadership experience, came when I was tasked with undertaking the role of head Quarter Master for our unit during military training activities (simulated combat conditions). I only held the rank of a Corporal, yet I had been entrusted in the role of a Warrant Officer (three ranks above me). I was tasked with supervising all other Quarter Master staff while in the field, and with organizing and meeting the logistical needs of our troops on the simulated battlefield. My performance in this role earned me the Major Tony Stack Award for Most Valuable Non-Commissioned Member of the unit.

My role as a broadcast journalist did not involve any direct supervisory experience. However, I was on multiple occasions tasked with mentoring new part-time reporters on how to conduct on-the-spot reporting, conduct in-person and on-the-phone interviews, and on how to write news reports, prepare sound clips, and how to read a live broadcast newscast.

Before moving to Qatar, I worked as a Technology and Learning Resources Coordinator in the K12 education system in Newfoundland and Labrador. In that role, I provided school leadership on the integration of technology-based resources. I also provided guidance and support to other teachers and administrative staff seeking both high and low technology-based learning resources.

My move to College of the North Atlantic-Qatar provided me with a wealth of opportunities to expand my leadership skills and experience. While a member of the School of Information Technology at CNA-Q, I undertook a role as the college's International Computer Driver's License Training & Testing Centre Coordinator. In that role, I oversaw the accreditation and administration of the program. I also coordinated the certification and subsequent scheduling of appropriate center personnel. This has resulted in the provision of professional development training to over 200 college faculty and support staff. I also personally oversaw the administration and delivery of training and certification testing for 80 employees from the Ministry of Finance for the State of Qatar, as well as certification testing for nearly 40 faculty and over 200 year 9 students from Qatar International School. In addition to the ICDL program, I have been involved with developing, managing, and delivering the training for multiple high-profile contract programs for the Supreme Education Council on Information and Communications Technology for the State of Qatar (ictQATAR). I led the program and curriculum development processes for an Interactive Whiteboard Pedagogy Training program for K12 teachers and administrators working for the Supreme Education Council. I also led the program and curriculum development processes for ictQATAR's Digital Inclusion for Women project, including a train-the-trainer program for independently contracted trainers who would go on to deliver that course to disadvantaged women in rural communities. My duties in the Digital Inclusion for Women program involved supervising nearly 50 future trainers, and attesting to ictQATAR as to the qualification of those staff to work as community trainers.

After shifting from the School of IT to the Advanced Learning Technologies Centre, I became actively engaged in organizational transformation. I have collaborated with, and taken leadership roles in teams to bring CNA-Q's learning management system on stream, and to create an atmosphere of organization-wide development and change in practices to better support the learning needs of students through the integration of blended learning practices. I have also taken a lead role in the development of operational policies, procedures, and change management plans for the adoption of a bring-your-own-technology program at CNA-Q. And, through one of my recent publications in the *International Review of Research on Open and Distance Learning*, I have demonstrated an understanding of the importance of effective relationships between leaders and team members to affect organizational transformation.



I also currently sit on the Executive of the International Association for Mobile Learning, or IAmLearn. In 2013, I was the project manager and conference chair for the 12th World Conference on Mobile and Contextual Learning. The mLearn conference series is hosted in a different country each year, and in 2013 I led the successful bid to host the conference at CNA-Q. That project was a monumental management effort, which involved coordinating local personnel and logistics for a world-class academic conference. It also involved the development and implementation of online resources to advertise the conference, and handle participant registrations. And, it involved the coordination of a globe-spanning program committee. I was responsible for soliciting academic conference presentation proposals, coordinating the peer-review efforts, piecing together the actual conference program, and editing and preparing the conference proceedings to be forwarded for open-access publication through Bloomsbury Qatar Foundation.

Since the conclusion of the conference, I have worked with the IAmLearn Executive to lead the redevelopment of the Association's communications strategy, in an effort to extend our global reach, and to increase member involvement in the dissemination of research and practical resources to support mobile and contextual learning practices. In early 2015, I was involved with two colleagues from the US in the development and co-facilitation of a Massive Open Online Course called Instructional Design for Mobile Learning, which had over 2100 participants from virtually every corner of the globe. The latest project that I am about to embark on is an open-access, interactive eBook designed for front-line practitioners. The eBook itself will be compiled entirely from submissions from the IAmLearn membership, and will be published and branded by the Association.

In my role as the Leader, Online Learning with the Fraser Health Authority in Surrey, British Columbia, I served in a direct leadership role in a team of educational consultants, content developers, and systems coordinators, who helped in the development and management of online learning resources to serve nearly 29-thousand users affiliated with Fraser Health. In that role, I led the transformation of the Online Learning team's course development and management processes. I also served as Fraser Health's representative on the Steering Committee, and the Operations Working Group, for the development of the new British Columbia provincial LearningHub system – an integrated course cataloguing, registration, and performance tracking system to centralize and streamline online and classroom-based education and training resources offered by five of the provinces largest Health Authorities. Upon its official launch in July 2017, the BC Provincial LearningHub became one of the world's largest (by user volume) customized implementations of the Moodle learning management system.



Summary of Leadership, Supervisory, and Project Management Experience

- Experience acting in an “above my rank and pay grade” supervisory role with the 56th Field Engineer Squadron, Canadian Forces Reserves.
- Experience supervising and training new part-time broadcast journalist staff with VOXM News.
- Experience providing leadership and guidance to K12 teaching and administrative staff with respect to high and low technology educational resources.
- Seven years of experience as the CNA-Q ICDL Training & Testing Centre Coordinator.
- Leadership roles in program development, curriculum development, and training delivery for multiple high-profile projects contracted by the Supreme Education Council on Information and Communications Technology, State of Qatar (ictQATAR).
- Supervision and attestation to job readiness for trainers recruited for ictQATAR’s Digital Inclusion for Women program.
- Leadership role in the development of policies and procedures for organizational change at CNA-Q to support Bring Your Own Technology (BYOT) teaching and learning practices.
- Project Manager and Conference Chair for the 12th World Conference on Mobile and Contextual Learning, including chairing the international conference program committee.
- Member of the Executive of the International Association for Mobile Learning (IAMLearn) since 2013.
- Experience with a lead role in the redevelopment and facilitation of an international Massive Open Online Course called Instructional Design for Mobile Learning.
- Lead an international project to create an open-access digital textbook on mobile learning practices for teachers.
- Served as the Leader, Online Learning, with the Fraser Health Authority, from 2015-2018.
- Served on the British Columbia Provincial LearningHub Steering Committee and Operations Working Group, from 2015-2018.