SANDEFORD. J. SCHAEFFER, III, EdD
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PROFESSIONAL SUMMARY

Higher education and technology professional with most-recent work (20+ years) at a large research university providing campus and state-wide leadership in academic program assessment, acquisition and use of learning technologies, professional development of faculty, and direct teaching of college-level courses.

COMPETENCIES & QUALIFICATIONS

- Extensive management and leadership experience in higher education in academic program assessment, program improvement, accreditation, and government compliance.

- Worked directly with state higher education offices on program assessment, statewide curriculum development, and technology product acquisition and implementation.

- Experience in course design and teaching, administrative business operations, distance education, campus strategic planning, shared governance, and faculty development.

- Strong background in private industry as an entrepreneur and business leader with experience in sales, product development, consulting, contract negotiation, and customer relationship management.

- Strong verbal and written skills including public speaking at national events and publication in academic and industry journals.

EXPERIENCE

UNIVERSITY OF MEMPHIS (MEMPHIS, TN)   **2019 - PRESENT**
Professor of Teaching, Fogelman College of Business and Economics

- Develop/teach courses at both undergraduate and graduate levels for the departments of Management Information Systems (MIS). (See *Assessment & Teaching Activities* section for a list of courses taught.)

UNIVERSITY OF MEMPHIS (MEMPHIS, TN)   **2014 - 2019**
Assurance of Learning (AoL) for AACSB Coordinator, Online Curriculum Renewal Leader
Fogelman College of Business and Economics, Dean's Office

- College-wide activities including program assessment at regional (SACS) and state (Tennessee Higher Education Commission) levels and coordination of the Assurance of Learning (AoL) process for AACSB (Association to Advance Collegiate Schools of Business) accreditation.

- Collaborate closely with academic units across the college in developing and implementing program-assessment activities consistent with AACSB, state, and regional requirements.

- Coordinate with campus institutional effectiveness offices on all assessment-related activities for the business school (assessment design, data collection/analysis, report development).

- Direct the development and implementation of quality standards for the college's online learning programs.

UNIVERSITY OF MEMPHIS (MEMPHIS)   **2002 - 2014**
Director, Advanced Learning Center
Associate Director, FedEx Institute of Technology

- Oversaw acquisition, implementation, and support of various campus-wide technology enterprise services (Teaching & Learning tools, Learning Management Systems (LMS), media support, virtual file space, collaboration tools, etc.)
- Campus leadership in helping faculty integrate technology into their teaching and research.
- Operational and business management of Teaching and Learner Center for the entire university including hiring and oversight of instructional technology professional team, graduate assistants, and delivery of professional development programs for the campus faculty workforce.

TENNESSEE REGENTS ONLINE CAMPUS COLLABORATIVE (NASHVILLE)   **2004-2014**
Bachelor of Professional Studies (IT concentration) Academic Chair / Course Developer

- Active in a variety of roles related to online education and program assessment across the state of Tennessee.
- Helped develop new models for program assessment of online education at the state level.
- Developed/taught IT-related courses including software project management, internet governance, business intelligence, and senior projects.

THOUGHTWARE TECHNOLOGIES, INC. (MEMPHIS)
Chief Technology Officer (CTO), Founder/President   **1991 – 2001**

- Functional and technical architect to create a hosted course management system (CMS) for use in human resource management and workforce development at enterprise-level organizations.
- Executive-level management responsibilities including recruiting and incorporating senior-level employees, long-term business planning and execution, and board-related activities.
- Managed all aspects of business operations including marketing, sales, workforce development, budgeting, accounting, and vendor negotiations.

IBM CORPORATION (MEMPHIS)   **1985 – 1991**
Systems Engineer / Finance Industry Specialist

- Technical, sales, and application support for the full-range of IBM products and services in the financial services industry including banking-specific technologies, mainframe and mid-range systems, telecom, outsourcing contracts, and disaster-recovery services.
- Direct revenue and quota responsibility for assigned accounts and geographic territories.

APPLICATION SOFTWARE ENGINEERING EXPERIENCE(S) (MEMPHIS)   **1982 – 1985**
First Tennessee Bank, ECOM Systems

- Programmer/Analyst responsibilities in multiple roles related to design, construction, re-engineering, and deployment of financial applications for banks and credit unions.

UNIVERSITY OF TENNESSEE HEALTH SCIENCE CENTER (MEMPHIS)   **1979 – 1981**
Research Technician, labs of Ellen Kang, MD and Lester Van Middlesworth, PhD, MD

- Designed and conducted research experiments related to the study of Reyes Syndrome and disorders of the human thyroid.

EDUCATION

Formal:

- o University of Memphis, Ed.D. (Higher Education Leadership and Adult Education)

- o University of Memphis, M.S. in Mathematics (Computer Science concentration)

- o Rhodes College (formerly Southwestern at Memphis), B.S. Biology

Professional/Continuing Ed:

- o AACSB, Assurance of Learning Seminar (Level 1)

- o AACSB, Assurance of Learning Seminar (Level 2)

- o AACSB, Assessment and Impact Conference

- o TNeCampus, Online Course Development (TBR)

- o TNeCampus, ADA/Accessibility Workshop (TBR)

- o Frye Leadership Fellowship Program (EDUCAUSE)

ASSESSMENT & TEACHING ACTIVITIES

- o Teaching (University of Memphis)
    - MIS-7650, Information Systems for the Global Enterprise, MBA Program
    - MIS-7620, Introduction to Business Intelligence, Online MBA Program
    - MGMT-7135, Seminar in Leadership, Online MBA Program
    - BA-7503, Introduction to Business Analytics (under development)
    - MIS-4310, Global Information Technology
    - MIS-3120, Critical Thinking Through Analytics
    - MIS-2749, Foundations of Information Systems
    - University College, Experiential Portfolio Evaluation
    - Graduate School, GTA Teaching Certificate Program, Classroom Technology Skills

- o Teaching (RODP, Tennessee Board of Regents System)
    - UNIV-4706, Managing the Software Development Process
    - UNIV-4995, Senior Level Culminating Project
    - UNIV-4708, Introduction to Business Intelligence
    - UNIV-3713, Freedom, Openness, and the Internet
    - UNIV-4810, Software Engineering

- o Academic Program Support/Assessment (Tennessee Board of Regents)
    - Tennessee Board of Regents (TBR) Program Reviews: Roane State Community College (2008), Southwest Tennessee Community College (2010), Nashville State Community College (2011), Jackson State Community College (2012), TTU Engineering MS (2013), Regents Online Degree Program (RODP) - BPS Degree (2015), BIS Degree (2015).
    - RODP IT BPS Academic Audit Self-Study Team Leader (2008-09, 2009-10)
    - RODP IT AAS/BPS Academic Subcommittee Chair (2007-2013)

SHARED GOVERNANCE AND PROFESSIONAL COLLABORATION

- University of Memphis:
  - Fogelman College of Business, Coordinator of Assurance of Learning process for AACSB
  - Fogelman College Departmental Online Standards Committee (2014-Present)
  - Teaching and Learning Advisory Committee (2002-2013)
  - Deans' TAF (Technology Access Fee) Committee, advising member (2005-2013)
  - Classroom Improvement Committee (2005–2008)
  - MIS FedEx Chair of Excellence Selection Committee (2005-2007)
  - EEI-21 Program Committee (Ethics of Electronic Information in the 21st Century, 2003)

- EDUCAUSE:
  - Faculty Member, Learning Technology Leadership Program (2012-2015)
  - National Recognition and Awards Committee (2011-2013)
  - Southeast Regional Conference, 2011 Committee Chair
  - EDUCAUSE Learning Initiative (ELI): 2007 Annual Meeting Program Committee
  - Southeast Regional Conference 2007 Program Committee

- Tennessee Board of Regents:
  - RODP IT-BPS Academic Subcommittee, Chair (2007-2013)
  - Chair, Statewide LMS Selection Committee (2005-2006)

GRANTS AWARDED

- FedEx Institute of Technology, University of Memphis (2015): CAST (Cluster to Advance Cyber Security & Testing) small project team grant, $10,000
- Advanced Learning Center, University of Memphis (2008): Buckman Labs, IT Leadership Professional Development in Software Design, $6,000
- AT&T Foundation, University of Memphis (2003): Campus-wide IT fluency program development, $200,000

OUTSIDE INTERESTS, LEADERSHIP AND RECOGNITION

- Tech901.org, Coordinate collaboration with University of Memphis (2016-2018)
- Memphis Technology Foundation, Techcamp Event Co-Chair (2015)
- StartCo (Memphis) Accelerator Program, Team Mentor (2014-2016)
- TigerLIFE Program (University of Memphis), co-founder/steering committee (2012-Present)
- Page Robbins Adult Day Center (Collierville, TN), Board of Directors (2010 – 2014)
- Memphis Symphony Chorus member (2010-2015)
- Memphis Regional Chamber of Commerce, Technology Executive Council (2004-2007)
- Special Olympics Swimming Coach (2001 - 2008)
- Finalist, Memphis Business Journal Small Business Awards (2001)

Schaeffer, S. & Racer, M. (2019). Faculty with Disabilities. In C. Schiro-Geist (Ed.), Minority Voices in Higher Education. San Diego, CA: Cognella Press.

Tsao, J., Schaeffer, S., and Shore, S. (2018, July). Letter to the Editor: Does Medicine Overemphasize IQ? JAMA.

Spiceland, C., Spiceland, D., and Schaeffer, S. (2015, January 15). Using a course redesign to address retention and performance issues in introductory accounting. Journal of Accounting Education. Retrievable at: http://www.sciencedirect.com/science/article/pii/S0748575114000979#.

Schaeffer, S. (2014, April 4) – Maximizing Employability and Employment as an IT Professional in the 21st Century. *Consortium for Computing Sciences in Colleges – Mid-South Symposium. (Lemoyne Owen College, Memphis, TN.)*

Schaeffer, S. (2013, May 29-31) – Analysis and findings on the role of technology in a multi-year institutional course redesign effort at the University of Memphis. *EDUCAUSE Southeast Regional Conference (Atlanta, GA).*

Schaeffer, S (2013, April) – BYOD Rollout at the University of Memphis. *Tennessee Higher Education 2013 IT Symposium (Fall Creek Falls State Park, Tennessee).*

Schaeffer, S., St. Clair, J., Melton, R., and Plyler, M. (2011, October). Campus-Wide Integration of Mobile Technologies for Teaching and Learning: Elements of Success. *Regional Conference on Mobile Technologies for Teaching and Learning (Memphis, TN).*

Conrad, L., Gates. K., Johnson, R., and Schaeffer, S. (2011, June). Can We Do It? Making It Work in the New World; or, Managing Increased Complexity at the Organizational Level in the Real World. *EDUCAUSE Southeast Regional Conference (Charlotte, NC).*

Schaeffer, S. (2011, April). Web-Conferencing as a Campus Service: Exploring, Planning, Piloting…Wondering? *Tennessee Higher Education IT Symposium (Fall Creek Falls State Park, Tennessee).*

Schaeffer, S. (2010, September/October). Online Learning is here to stay. *EDTECH Focus on Higher Education.*

East, R. and Schaeffer, S. (2010, June). The Changing Fabric of Higher Education: What Lies Ahead? *EDUCAUSE Southeast Regional Conference (Atlanta, GA).*

Schaeffer, S. (2010, June). Developing an E-learning Annual Report for Business Management. *EDUCAUSE Southeast Regional Conference (Atlanta, GA)*.

Schaeffer, S. (2010, May). An exploration of the influence of instructional technologies on faculty motivation and teaching innovation on a research campus. *Doctoral thesis submitted to the University of Memphis College of Education*.

Schaeffer, S., Terry, S., and Gikas, J. (2009, October 7-9). Motivating Faculty to Employ Course Redesign. *Society for College and University Planning, Regional Conference (Memphis, TN)*.

Schaeffer, S. (2009, June). Managing Priorities and Productivity with Shrinking Resources. *EDUCAUSE Southeast Regional Conference (Atlanta, GA).*

Schaeffer, S. (2009, June). Functioning as a Leader When You're Not at the Top. *EDUCAUSE Southeast Regional Conference (Atlanta, GA).*

Fry, M., Draude, B., Matthews-DeNatale, G., and Schaeffer, S. (2009, May/June). Information Literacy and IT Fluency. *EDUCAUSE Review*. vol. 44, no. 3 (May/June 2009): 8–9.

Schaeffer, S. (2008, April). Tales from the Crypt: Migrating to a New LMS at a Large Research University. *Tennessee Higher Education 2008 IT Symposium*. Fall Creek Falls State Park, Tennessee.

Schaeffer, S. (2008). Teaching and Learning Centers in the 21st Century: An Exploration of Future Model. *EDUCAUSE Learning Initiative 2008 Annual Meeting*. San Antonio, TX, January 28-30. Retrievable at: http://www.educause.edu/ELI081/Program/13300?PRODUCT_CODE=ELI081/PS24

Schaeffer, S. (2008, January 9). De-coupling Course Content Management from the LMS/CMS. *Campus Technology*. Retrievable at: http://campustechnology.com/articles/2008/01/decoupling-course-content-management-from-the-lmscms.aspx

Schaeffer, S. and Gikas, J. (2007). Web-Space, Personal File Space, and Collaboration on One Platform. *Campus Technology 2007, Washington, DC, July 30-August 2*.

Schaeffer, S. (2007). Can wikis be part of scientific inquiry in qualitative methods? Performing embodied experiences of knowing and representing. *International Qualitative Inquiry Conference, Urbana, IL, May 3-5, 2007.*

Schaeffer, S. (2006). A qualitative study of faculty motivational factors relating to innovations in classroom instructional activities in a higher education context. *International Society for the Scholarship of Teaching and Learning (ISSOTL) Annual Conference, Washington DC.*

Schaeffer, S. (2006). Panel discussant: Xythos Software. *EDUCAUSE Annual Meeting, Dallas*.

Schaeffer, S. (2005, Volume 3, Issue 1). Virtual Faculty Learning Communities in the Support of the Scholarship of Teaching. Transformations: *Liberal Arts in the Information Age*. Retrievable at: http://www.colleges.org/techcenter/transformations/index.php.

Schaeffer, S. (2005). Creating an Extended SoTL Learning Network Through Virtual Community (VCoP) Technology. *International Society for the Scholarship of Teaching and Learning (ISSOTL) Annual Conference, Vancouver, BC.*

Schaeffer, S. (2005). Supporting a 21st Century Global Classroom – An IT Leader's Perspective. *University of South Carolina Upstate: Using Technology to Globalization the Curriculum, Fall 2005 conference*.

Schaeffer, S. and Gikas, J. (2005). How to Develop Virtual Communities of Practice. *EDUCAUSE Regional Conference, Chicago*.

Bradshaw, Y. Avery, R., Britz, J., and Schaeffer, S. (2005). Globalization, Culture, and Information Technology: Lessons from Universities and Business. *AAC&U Annual Conference, San Francisco*.

Schaeffer, S., Penrod, J., and Gikas, J. (2004). Virtual Communities of Practice (VCoP): One University's Perspective. *NLII/EDUCAUSE Website*.
Retrievable from http://www.educause.edu/LibraryDetailPage/666&ID=NLI0448

Penrod, J., and Schaeffer, S. (2004). What Should the College Campus of the Early 21st Century Be Like? TechsposiUM. *2004 Conference at the FedEx Institute of Technology at the University of Memphis.*

Kirby, D. and Schaeffer, S. (2003, September 28). Battle Over Intellectual Property Engulfs Classrooms. *Memphis Commercial Appeal*.

Penrod, J., Haddock, J., and Schaeffer, S. (2003). A Partnership between Academic Affairs and Information Technology to Support Faculty in Infusing Deep Learning into the Classroom. *National Learning Infrastructure Initiative (NLII), Annual 2003 Meeting in New Orleans*.

Schaeffer, S. (2002). Telecommunications Infrastructure in Africa. *Ethics of Electronic Information in the 21st Century*. University of Memphis.