

Marie A. Cini, Ph.D.
240.274.6239 (mobile)
mariecini78@gmail.com

LinkedIn: <http://bit.ly/2pHP6EF>

PROFESSIONAL EXPERIENCE

Chief Strategy Officer, Ed2Work. Advocacy, research and strategy professional services firm helping post secondary institutions, employers and workforce agencies create affordable and continuous pathways for working learners. Areas of concentration are scaling digital learning, work-based learning models, regional systems change, and network-powered solutions.

President of the Council for Adult and Experiential Learning (CAEL). July, 2018 to April 2020. CAEL champions the working adult learner and works with higher education, employers and workforce and economic development agencies to create clear and accessible pathways. As President I led the team through the creation of a new strategic direction and plan, restructured the organization for greater efficiency and effectiveness, and updated the brand. CAEL became part of the Strada Education Network in January, 2018 and is now integrated into the Strada affiliate structure.

Independent Consultant. October 1, 2017 to June, 2018. Primary project was serving as the Higher Education lead with Team IBM on the modernization of Servicemembers' Opportunity College, a contract awarded to IBM after 40 years with an incumbent provider. Intent was to create new educational value propositions for servicemembers through networks of colleges and universities.

Also worked with a large community college to assist their efforts in growing nationally, and assisted a University in Texas to develop a strategy to drive digital education efforts.

Senior Academic Innovation Fellow. July, 2017 to September, 2017. University of Maryland University College. Working on New Academic Models for the future of adult-serving higher education.

Provost and Senior Vice President of Academic Affairs. April, 2013 to June, 2017.
Acting Provost and Chief Academic Officer, University of Maryland University College. June 4, 2012 to March, 2013.

In this role I worked with the graduate and undergraduate schools and related academic affairs units to create and implement the academic vision of the University. The Provost is responsible for institution-wide academic vision and strategy and is a member of the President's Cabinet and Executive Committee. The President's Executive Committee is the top strategic body leading the University. At UMUC, the Provost leads both academic quality and the creation of innovative learning models and programs to better serve

students. Over 4,500 staff, faculty and administrators reported up through Academic Affairs. I understand how to lead large organizations, specifically through other leaders at a variety of levels.

Key Accomplishments:

- Created the *Center for Innovation in Learning and Student Success* to rapidly prototype and implement new technology, learning models, and support services. Adaptive learning technologies were a focus of our early efforts.
- Successfully led two MSCHE accreditation visits with positive outcomes
- *Incorporated data/learner analytics into student success efforts.* Undergraduate course completion rates have increased 9% over the past nine years.
- Under my leadership, increased average class occupancy rate by 10% through improved scheduling
- *Led the transition from textbooks to 100% Open Educational Resources in all programs, saving students millions of dollars in out-of-pocket expense while maintaining quality*
- Led AA through the transition from a proprietary LMS to Brightspace (D2L)
- Led a comprehensive move toward competency-based educational models that set the stage for personalized learning models
- *Advocated for and served on workgroup to redesign the entire digital Student Experience.*
- Led two Educause/Gates Breakthrough Models Incubator grants for student success and competency-based education
- Based on these initiatives, UMUC has won awards from WCET and Open Education Consortium for our work with OERs, and from UPCEA for our work with the Open Learning Initiative to create courses based on cognitive tutoring principles

Vice President and Dean, School of Undergraduate Studies, University of Maryland University College. February 1, 2008 to June 3, 2012.

- Led the undergraduate school at UMUC. Assured the academic quality of 32 programs and over 40 certificates. The School of Undergraduate Studies serves 38,000 students online and onsite in the United States, and approximately 40,000 military students and their families in the US, Europe and Asia.
- *Completely redesigned undergraduate curriculum to outcomes-based model. Course completions increased five percent as a result.*
- *Courses transitioned to eight weeks in length, allowing students to complete more credits each semester.*
- Worked with colleagues to secure a 1.2 million dollar grant from the Kresge Foundation to support a project on data analytics and student success as well as a \$500,000 Carnegie Corporation grant to redesign three STEM-related courses with Carnegie Mellon's Open Learning Initiative.

Associate Vice President for Academic Affairs City University of Seattle, Bellevue, WA. January, 2007-January, 2008. (Prior Position: Assistant Vice President for Academic Programs and Initiatives, January 2005-January 2007) Also: Interim Dean, School of Management (SOM), November, 2003-August, 2004 and August 2006-August 2007. City University's mission is to provide access to underserved populations both domestically and internationally.

- Standardized and implemented the development process for new and revised in-class, online and hybrid degree programs, resulting in an accelerated development process;
- Reorganized and led the e-campus initiative, promoting distance education across the schools resulting in greater efficiencies, enhanced quality, and improved service to students;
- Worked with Director of Institutional Effectiveness and the Director of IT to enhance learning outcomes assessment efforts, including a technology solution.

Associate Dean, Liberal Arts Programs, Thomas Edison State College, Trenton, NJ. January-August 2003. Thomas Edison State College provides educational opportunities to self-directed adult students in flexible formats. At Thomas Edison, I accomplished the following:

- Led the development, implementation and academic review of undergraduate degree programs in the liberal arts and social sciences, with an infusion of new advisory board members;
- Developed strategic alliances with partner institutions such as community colleges, proprietary colleges (using ACE evaluations), and specialty institutions including the military

Director of Leadership Programs and Academic Affairs, James McGregor Burns Academy of Leadership, and Faculty Director of Public Leadership Living-Learning Program, University of Maryland, College Park, MD. January, 2001 - December, 2002.

In this dual position, I was responsible for the upper-division undergraduate curriculum in Leadership Studies offered through the Academy of Leadership (part of Behavioral and Social Sciences—BSOS), and I served as the faculty director for 150 first and second-year students in a living/learning program focused on public leadership. While in this role I also collaborated with the Executive Director of the –ISM(N.) Project, a national, curriculum-based initiative designed to integrate diversity, leadership, and civic engagement across the curriculum.

Director of Credit Programs and Associate Professor of Leadership Studies, Division of Continuing Education (now the School of Leadership and Professional Advancement), Duquesne University, Pittsburgh, PA. February-December, 2000. **Also Assistant Professor of Leadership Studies**, Division of Continuing Education (now the School of Leadership and Professional Advancement), Duquesne University, Pittsburgh, PA, September, 1994 - December, 1999.

In this position I managed the credit programs of the Division, including

- Two undergraduate degrees in accelerated formats—the Bachelor of Science in Professional Studies, and the Bachelor of Science in Business Administration;
- A master's degree in Leadership and Liberal Arts in both face-to-face and online formats.
- *From 1996 to 2000 developed some of the first completely online programs in the nation.*

SELECTED PUBLICATIONS IN REFEREED JOURNALS

Cini, M. (2001). Group newcomers: From Disruption to Innovation. Group Facilitation: A Research and Applications Journal, 3, 3-13.

Fritz, J. M. H., & Cini, M. (1999). Adult education as intercultural communication. Journal on Excellence in College Teaching, 10(2), 53-78.

INVITED ARTICLES

Prineas, M., Blume, F., Cini, M., Hansen, R., & Klose, K. (2016). Experiential learning: the core philosophy of education at the University of Maryland University. College (UMUC). CAEL Forum & News: Linking Learning and Work, December, 19-23.

Prineas, M. & Cini, M. (2011, October): Assessing Learning in Online Education: The Role of Technology in Improving Student Outcomes. (NILOA Occasional Paper No.12). Urbana, IL: University for Illinois and Indiana University, National Institute for Learning Outcomes Assessment.

BOOK CHAPTERS

Cini, M. A., & Prineas, M. (2017). Scaling Online Learning: Critical Decisions for e-Learning Leaders. In A. A. Piña, V. L. Lowell, & B. R. Harris (Eds.). Leading and managing e-learning: What the e-learning leader needs to know. New York, NY: Springer.

Romano-Arnold, L., & Cini, M. (2013). A Virtual Pathway to Baccalaureate Completion. In N. Remington & R. Remington. (Eds.). *Alternative Pathways to the Baccalaureate: Do Community Colleges Offer a Viable Solution to the Nation's Knowledge Deficit?* (pp. 148-161). Sterling, VA: Stylus.

Vilic, B., & Cini, M. (2005). User Authentication and Academic Integrity in Online Assessment. In M. Hricko & S. L. Howell. (Eds.). *Online Assessment and Measurement: Foundations and Challenges* (pp. 341-359). Hershey, PA: Information Science Publishing.

SELECTED PRESENTATIONS AND INVITED TALKS

Cini, M. A. (2019). *Serving Adult Learners: Wisconsin as a Microcosm of the Nation*. Meeting of the Board of Regents of the University of WI System, Whitewater, WI.

Bishop, MJ, & Cini, M. (2017). *Toward a Systemic Approach to Leading Academic Innovation: What Can Research Tell Us?* Plenary at NUTN Network, San Antonio, TX.

Cini, M. (2017) *Evolving Needs of Adult Students: 1997-2017*. Overview presentation at Summit on Serving Adult Students, Education Commission of the States, Nashville, TN.

Cini, M., (2017) *Connecting College Curricula & Careers*. Presentation at the EMSI (Economic Modeling Specialists) Summit on Higher Education: *Visualizing the New Economy & Building the Future Workforce*, Couer d'Alene, ID.

Milliron, M., Cini, M., & Baer, L. (2017). *Planning in an Age of Analytics*. Panel presentation at the SCUP 52nd Annual, International Conference: *We Strengthen and Transform Higher Education*, Washington, D.C.

Cini, M., (2017). *Increasing Access and Quality in Higher Education: The Rise of Open Educational Resources*. At the Connect Higher Education Summit: *Engineering Change in Higher Education*. Louisville, KY.

Cini, M. (2017). *Open Educational Resources for Access, Quality, and Retention*. Part of a Panel on "Lowering Cost—OER Lightning Round." At the Saylor Higher Education Summit--*Looking at the Degree and Beyond: Lowering Cost, Increasing Access and Exploring Access*, Washington, DC.

Cini, M. (2017). *Can Digital Learning Dismantle the American Class System?* Part of a panel at a Zocalo Public Square event in Los Angeles, CA.

Cini, M. (2017). *Open Educational Resources for Access, Quality, and Retention*. Part of a Session on "Innovative Practices to Help Achieve Long-Range Goals." At *Leading Innovation: A Seminar for Department Chairs Sponsored by The Academy for Innovative Higher Education Leadership and ITHAKA S+R*.

Cini, M. (2017). *Open Educational Resources for Access, Quality, and Retention*. Keynote to PA Academic Library Consortium, Inc. (PALCI): *Annual Member Meeting*, State College, PA.

Cini, M., Everhart, D., & Kitchens, J. (2017). *Credential Transparency: A Critical Challenge in our Evolving Ecosystems*. Learning Impact Leadership Institute: *Creating the Future EdTech Ecosystem Together*. Denver, CO.

Cini, M. (2017). Open Educational Resources for Access, Quality, and Retention. Thought Leader Lightning Talk: What's Next in Digital Learning presented by the Bill & Melinda Gates Foundation. Part of a Panel at ASU-GSV Summit, Salt Lake City, UT.

Cini, M. (2017). Aligning Federal Education Policies, Workforce Development Needs, and Adult Students: The National Adult Learner Coalition. Part of a panel presentation at UPCEA Annual Conference, Chicago, IL.

Cini, M. (2017). Data Analytics and Student Success. Emerging Paradigms for Public Higher Education. AASCU Convening, Washington, DC.

Cini, M. (2016). OER: From Utopian Promise to Large-Scale Adoption. ITHAKA—The Next Wave conference, New York, NY.

Everhart, D., & Cini, M. (2016). Connected Credentials and Competencies: Bridging the Education-to-Employment Gap. Educause Annual Conference, Anaheim, CA.

Everhart, D., & Cini, M. (2016). Quality Dimensions of Connected Credentials. Parchment Summit, Washington, DC.

Cini, M., Prineas, M., (2015). Using Technology to Enhance Assessment of Student Learning. Spring Assessment Event at Temple University, Philadelphia, PA.

Cini, M., Gellman-Danley, B., Palmer, J., Reilly, M. (2015). Quicker Pathways to Degree Completion? Competency-Based Education and Credit for Prior Learning. Panel presentation at the American Council on Education's 97th Annual Meeting, Washington, D.C.

Cini, M., Heimbrock, S., Yildirmaz, A. (2014). University of the Future: Predicting Tomorrow's Labour Market. Panel presentation at the Economist Higher Education Forum 2014: Reconnecting Education to the Workforce. New York, NY.

Klonoski, E., Amory, D., and Cini, M. (2014). Incubating Strategic Innovation, featured session at the Educause Learning Initiative Annual Meeting, New Orleans, LA.

Cini, M. (2014). The Convergence of Online Learning and Continuing Education: A Conversation about Change and Opportunity. Panel presentation with Wayne Smutz and Huntington Lambert at The Summit for Online Leadership, co-sponsored by UPCEA and ACE, San Diego, CA.

Cini, M. (2013). New Approaches to Student Success: Rapid Prototyping Using Student Data. Invited to present as a "Rapid Fire Speaker" at the fifth annual Big Ideas Fest, sponsored by ISKME, Half Moon Bay, CA.

Prineas, M., & Cini, M. (November, 2013). *Unbundled and Unbound*. Paper presented at the annual meeting of WICHE Cooperative for Educational Technologies (WCET), Denver, CO.

Cini, M. (2013). Innovative Disruptions in Higher Education: A Conversation with Paul LeBlanc. Member of a panel at the Council for Adult and Experiential Education's International Conference, San Diego, CA.

TEACHING EXPERIENCE

Have taught at a variety of institutions full-time or part-time depending on my role at the time. Experience at community colleges, 4-year public and private, graduate-level (including doctoral dissertation committees).

Teaching modalities include in-person, hybrid, and online. Often teach in accelerated formats, as well.

Courses taught cover a wide range of leadership and organizational courses and psychology courses.

HONORS AND AWARDS

2016 International Adult and Continuing Education Hall of Fame Inductee.

The Hall of Fame honors leaders in the fields of continuing education and adult learning, and serves as a record of inspiration for the next generation of continuing education leaders. Annually, adult and continuing education leaders from around the world are selected for induction into the International Adult and Continuing Education Hall of Fame.

2014 President's Award for Distinguished Service at UMUC

SERVICE

Senior Fellow/Advisory Board for the Saylor Academy, offering free OER-based courses for college credit. 2017-present

Strategic Advisor, Packback, using AI to enhance the learner's experience in online discussions, May 2020 - present.

Board member of Motimatic, student success solution that combines targeted messaging on social media to drive student retention. 2017-2019.

Faculty member for the 2017 Institute for Emerging Leaders in Online Learning (so-sponsored by Penn State University and the Online Learning Consortium). Expertise shared: strategy; new program ROI and decision making; innovative design principles.

Board member, Bryant & Stratton College, 2017- present

President of Board for Online Learning Consortium (formerly Sloan-C) 2016 and 2017

Vice-President of Board for Online Learning Consortium (formerly Sloan-C) 2013-2015

TranzEd Apprenticeship Advisory Board, Baltimore, MD 2016-2017

High School for Working Teens Advisory Board, Maryland, 2015-2017

Board member, American Distance Education Consortium 2013-2015

Served as co-chair of the 100th Anniversary conference for the University Professional and Continuing Education Association -- 2015

EDUCATION

Ph.D. University of Pittsburgh, Pittsburgh, PA, December, 1994. Major: Social Psychology. Research Assistantship at the Learning Research and Development Center, studying cooperative models of learning. Dissertation focused on newcomer innovation in groups.

M.S. University of Pittsburgh, August, 1990. Major: Social Psychology.

M.S. Pennsylvania State University, 1984. Major: Counselor Education.

B. A. Pennsylvania State University, 1979. Major: Arts and Sciences.