

*Curriculum Vitae*

**EXECUTIVE LEADERSHIP**

Highly effective non-profit leader with significant expertise in online education and quality assurance. Special expertise in virtual organizations. Develops staff, organizational infrastructure, capacity, and reputation to build a high quality, thriving, international brand. Builds and successfully executes strategic plans for new or existing non-profits. Advises organizations on all aspects of business management. Adept at constituency management in both social service and academic environments; achievements cited by multiple state legislators. Highly rated business professor with significant experience. Spokesperson, author, and recognized authority for quality assurance in distance education.

**CORE COMPETENCIES**

~ **Non-profit and virtual organization leadership and development** ~ strategic planning ~ staff recruitment and development ~ financial management - quality assurance in distance education ~ online and onsite teaching ~ consultation ~ presentations ~ writing ~ research

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**Education & Training**

<b>Ph.D.</b>	University of Arizona, Tucson, AZ Major: Management
<b>M.S.</b>	University of Arizona, Tucson, AZ Major: Management
<b>Diploma</b>	(1986) Electronic Warfare Analyst Course, DOD
<b>Diploma</b>	(1985) Electronic Warfare/Signal Intelligence Analyst Course; USAF Cryptologic Training School
<b>Diploma</b>	(1985) <i>With Honors</i> Intensive Basic Russian Course, Defense Language Institute
<b>B.S.</b>	Business Administration, <i>Magna cum laude</i> , Boston University, Boston, MA Major: Business Administration
<b>A.A.</b>	Broward College, Davie, Florida
<b>Certificate</b>	Leadership Certificate for Nonprofit Chief Executives. Board Source.

**Executive Leadership Experience**

**Executive Director (2016-present)**

**Managing Director and Chief Planning Officer (2007 – January, 2016)**

### QM Quality Matters, Inc.

Provide strategic leadership and manage all personnel and operations of this international organization for quality assurance in online learning. Managed its development from a grant project to a self-supporting, widely-adopted national program serving approximately 1500 colleges and universities, education-related organizations, corporations, government, and K-12 institutions in the U.S. and internationally. In a boot-strap start-up, created the business plan, recruited the staff, built the business infrastructure, and managed the operations to propel the organization to a leadership position in the online learning market. Continue to develop and manage many of QM's external partnerships and alliances, lead the strategic planning efforts, and represent the organization at national and international events.

#### Key responsibilities:

- Organizational leadership and staff development; mentoring senior management team and leading a staff of 45 in a high performance, continuous improvement work environment
- Strategic planning; identifying organizational priorities, developing organizational plans and ensuring organization is implementing strategies and achieving goals
- Project leadership; identifying, initiating, leading or overseeing organizational and staff projects in fulfillment of strategic priorities
- Budget development and management; determining budget priorities and infrastructure needs to support growth and goal achievement, overseeing department budgeting process, and ensuring final budget reflects company plans, strategies and goals
- International spokesperson for the organization at meetings, events, and conferences; leading collaborations with external organizations, representing the organization at major events, and providing visibility for the organization in leadership roles on industry boards

### **Executive Director**

Calvert County Literacy Council, Inc.  
(2000 - 2004)

Reinvigorated and led this non-profit adult education provider. Planned and led all aspects of the council's operations. Represented the organization to external stakeholders including funders and legislators; supported the board of directors; and ensured continuous funding and volunteer support.

#### Key responsibilities:

- Strategic planning, budget development, program development & management
- Student evaluation and curriculum development
- Grant writing, funding presentations and proposals, fundraising and marketing
- Community outreach; developing community partnerships, volunteer recruitment and management; tutor training
- Staff supervision, payroll, and budget.

### **Teaching and Curriculum Development Experience**

### **Adjunct Faculty**

(2000 - 2010)

Served as adjunct faculty for the following: American University, Georgetown University, Towson University, and University of Maryland University College (UMUC). Since 2004, serving as Adjunct Associate Professor for UMUC's Graduate School of Management & Technology. Online instructor since 2006.

**MBA Program Faculty**

Troy State University, Atlantic Region.  
(2000-2002)

MBA program teaching, advising, and coordination role. Courses included: capstone business strategy, business research, human resources management, and organizational behavior.

**Executive Masters Program Faculty**

American University.  
(1996 – 2000):

Served in weekend program in Personnel and Human Resource Management. Courses taught: Organizational Dynamics (organizational development and change); Leadership, Training and Evaluation.

**Undergraduate Faculty**

Kogod School of Business, American University  
(1994 – 1999)

Responsible for curriculum design and course delivery for the following courses in the Department of Management: organizational behavior, human resources management, strategic management, and management development workshops in undergraduate and MBA programs. Developed and delivered Management Practicum workshops on leadership, teambuilding, and bargaining & negotiations.

**Instructor and Research Associate**

Department of Management and Policy, University of Arizona  
(1989 – 1994)

Summary of courses developed and taught for Undergraduate, MBA and Executive students:

- Strategic Management
- Organizational Behavior
- Teams & Teambuilding
- Leadership
- Change Management
- Organizational Development
- Communication
- Training and Development

**Management Consulting Experience**

**President and Managing Partner**

Adair, Vonk, et al, Inc.  
(1990 – 2003)

Launched management consulting firm to provide consulting services in the U.S. and abroad to small and medium-sized businesses across a variety of industries including public sector, non-profit, health care, higher education, hospitality and restaurant services. President of Adair, Vonk, et al., Inc. from 1995-1999. Clients included small business, universities, and several Illinois State Mental Health Mental Retardation residential facilities.

Consulting areas:

- Organization assessment and development; including productivity improvement, performance appraisal and management, supervisory skills development, entrepreneurial issues, and organization of people and resources
- Workshop design and delivery; including custom and public programs in areas such as general management, performance management, performance appraisal, supervisory management, teambuilding, and negotiations
- Focus group studies; including a series of focus groups on graduate application decisions

### **Military Service:**

#### **Soviet Analyst and Russian Cryptologic Linguist**

United States Army  
(1984-1988):

Served in the U.S. Army 66th Military Intelligence Brigade, detachment Hahn (Germany). Special training and credentials include Russian Language Comprehension Course; Signal Intelligence Analyst Course; Electronic Warfare Analyst Course. Top Secret security clearance/Special Background Investigation for Special Compartmented Intelligence.

### **Professional Activities**

International Advisory Committee (IAC) for eLearning for Saudi Arabia  
2020 -present

Higher Ed in COVID-19 Advisory Group for State Higher Education Executive Officers and  
New America 2020-2021.

International Network for Quality Assurance Agencies in Higher Education  
Board Director – 2020-present; Treasurer 2021-present

Credential Engine  
Quality Assurance Advisory Board, 2017-2020

Presidents Forum  
Advisory Board, 2017-2020

National University Technology Network  
Advisory Board and Executive Committee, 2012-2017

WICHE Cooperative for Educational Technologies  
Steering Committee, 2011-2014

HERS Institute  
Alumnus - 2010

Sloan-C/Penn State Institute for Emerging Leaders in Online Learning – 2009

### **Community Service:**

Calvert Crusade for Children (*Board of Directors*)

Calvert County Commission for Women, Vice Chair  
Calvert County Interagency for Families and Children  
Calvert County Planning Commission  
Southern Maryland Child Care Resource Center (*Advisory Board*)  
Southern Maryland Workforce Investment Board  
St. Mary's County Chamber of Commerce (*Board of Directors*)

### **Awards and Citations**

**Nofflet -Williams Award** (2016) - for service to the distance learning community  
**Broward College Distinguished Alumni Merit Award** (2013)  
**Women's Recognition Award** (2001) - *Calvert County Commission for Women for outstanding service and leadership to the community*  
**State of Maryland Governor's Citation** (2001) - *work on Women's issues*  
**Senate of Maryland's Official Citation** (2001) - *work on Women's issues*  
**Senate of Maryland Resolution** (2001) – *accomplishments as Director of Calvert County Literacy Council (CCLC)*  
**Maryland House of Delegates Resolution** (2001) - *work on Women's issues*  
**Calvert County Board of Commissioners Proclamation** (2001) –*CCLC accomplishments*  
**Certificate of Achievement, U.S. Army** (1988)  
**Certificate of Achievement, U.S. Army** (November 1985)  
**Maxwell D. Taylor Award, U.S. Army** (July 1985) - *outstanding scholastic achievement and exceptional military deportment*

### **Recent Keynotes and Featured Addresses (2017-2021)**

#### ***Selected Key Notes and Invited Sessions***

Center for Learning Innovations in Customized Knowledge Solutions webinar on *Measuring the Impact of Emergency Online Teaching on the Quality of Education* July 2020

Chronicle of Higher Education's webinar [From Emergency Remote Teaching to Effective Distance Education](#) June 2020

Entangled Solutions Town Hall [Lessons from Digitally Forward Institutions](#) March 2020

International Forum for Women in Education, October, 2018  
Distance Learning Administration (November) 2018

EdCurch Global Conference on Technologies in Education, Moscow, Russia October 2018

Fudan University (China) Innovating teaching and Learning Conference (May) 2018

Ohio Annual QM Meeting (May) , 2018

MarylandOnline Leadership Institute (July) 2017

University of Louisiana *Shaping the Future of eLearning*, (April) 2017

### **Recent Publications and Interviews:**

#### ***Journal Articles, Trade Publications, Online Newspapers***

Adair, D. (Volume 31, 2017). *Developing an International Pool of Certified Quality Reviewers*. American Journal of Distance Education.

Shattuck, K, Zimmerman, W., and Adair, D. (Spring, 2014). *Continuous Improvement of the QM*

*Rubric and Review Processes: Scholarship of Integration and Application*, Internet Learning, v3, 1. <http://www.ipsonet.org/publications/open-access/internet-learning/volume-3-issue-1-spring-2014>

Adair, D., Alman, S., Budzick, D., Grisham, L., Mancini, M., and Thackaberry, A. (Spring, 2014). *Many Shades of MOOCs*, Internet Learning, v3, 1. <http://www.ipsonet.org/publications/open-access/internet-learning/volume-3-issue-1-spring-2014>

Adair, D. (2016, September 30) Microcredentials: Questions about Quality, Transparency, Learner Rights, and Issuer Concerns. *The Evollution*. Retrieved from <https://evollution.com/programming/credentials/microcredentials-questions-about-quality-transparency-learner-rights-and-issuer-concerns/>

Adair, D. (2016, January 4) Personalization and Quality Assurance Will Be Central to Higher Ed's Shifts in 2016. *The Evollution*. Retrieved from [https://evollution.com/attracting-students/customer\\_service/personalization-and-quality-assurance-will-be-central-to-higher-eds-shifts-in-2016/](https://evollution.com/attracting-students/customer_service/personalization-and-quality-assurance-will-be-central-to-higher-eds-shifts-in-2016/)

Adair, D. (2014, January 9) Differentiating the Players in the Online Education Marketplace. *The Evollution*.

Adair, D. (2013, December 16) Quality in Online Learning: What Does that Mean for the Online Learner? *The Evollution*

### ***Selected Interviews, Blogs, Featured Webinars***

*Middle States Commission on Higher Education: Demonstrating Distance Education Quality: Common Principles Across MSCHE, National Council for State Authorization Reciprocity, and Quality Matters*. October 2021

*NC-SARA Institution Conference*. Quality in the 21st Century: Distance Education at the Crossroads July 2021

*Hechinger Report: Report gives colleges a roadmap for high-quality online education after the pandemic*. July 2021.

*CAUCE (Canadian Association for University Continuing Education) Panel Presentation: Future-Proofing the Credentialing Ecosystem: Bringing Microcredentials Into the Fold* May, 2021

*Chronicle of Education* Are Colleges Ready for a Different Kind of Teaching This Fall? May, 2020

*Chronicle of Education* Webinar Online Education: Heading towards the future June, 2017

*WICHE Frontiers Blog: Ensuring Quality in Alternative Higher Education: Quality Matters' Perspective*. Co-authored with Julie Porosky Hamlin. May 20, 2015.

*Delta Sky Magazine: The Case for Quality*, May 2015

### ***Book chapters***

Adair, D. and Shattuck, K. (2019). Assuring quality while creating and innovating. In K. Linder (ed.) *Business of Innovating Online*. Sterling, VA: Stylus Publishing, LLC

Adair, D. (2014). A process to improve course design: a key variable in course quality. In K. Shattuck (Ed.), *Assuring quality in online education: Practices and processes at teaching, resource, and program levels*. Sterling, VA: Stylus Publishing, LLC

Adair, D. and Diaz, S. (2014). Stakeholders of Quality in Online Education: Inputs and Outputs. In K. Shattuck (Ed.), *Assuring quality in online education: Practices and processes at teaching, resource, and program levels*. Sterling, VA: Stylus Publishing, LLC.