

# Dr. Susan L. Thackeray

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## EXECUTIVE PROFILE

- Advanced understanding of college curriculum to align with workforce development
- Demonstrated problem solving skill sets that utilize technology, theory and research to increase efficiency for innovative solutions to leadership, curriculum development and distance delivered education models
- Extensive experience with large budgets that include account and asset oversight
- Extensive experience specializing in shared governance and strategic planning
- Recognized as an accomplished administrator with demonstrated ability to generate revenue and deliver mission critical results

## EDUCATION

### **Fellowship, University Innovation Professor**

- Stanford University, Hasso Plattner School of Design, January 2018
- Design thinking for strategic innovation and curriculum development
- Advisor: Leticia Britos-Cavagnaro, Ph.D.

### **Doctor of Education, Curriculum, Teaching, Learning, Leadership**

- Northeastern University, Boston, MA, December 2016
- GPA 3.98
- Thesis title: Overcoming the Toxic Influence of Subtle Messaging: Utah Women Who Persist in STEM
- Advisor: Karen Reiss Medwed, Ph.D.

### **Master of Education, Instructional Technology**

- Utah State University, Logan, UT, May 2008
- GPA 3.83
- Emphasis: Curriculum development for distance delivery, education technology
- Thesis title: Observations of Teaching Methods used at the Polytechnic of Namibia
- Advisor: Nick Eastmond, Ph.D.

### **Bachelor of Science, Multimedia Communication Technology**

- Utah Valley State College, Orem, UT, April 2006
- GPA 3.8, Magna Cum Laude

### **Associate in Applied Science, Multimedia Communication Technology**

- Utah Valley State College, Orem, UT, April 2005
- GPA 3.8, High Honors
- Outstanding Student of the Year, 2005

## PROFESSIONAL EXPERIENCE

### **Utah Valley University, Orem, UT**

*Assistant Professor, Technology Management, College of Technology, and Computing July 2015-present*

- Presidential Appointment, University Digital Transformation Task Force to technically lead the transformation of the university for greater simplicity, productivity and efficiency, while enabling creativity, innovation and student success
- Visiting Professor, Purdue University, Polytechnic, 2019, collaboration for Competency Based Education models
- Faculty Excellence Award Winner, 2019, nomination by peer colleagues
- Develop curriculum, including online teaching environment, pertinent to a BS Degree in Technology Management
- Subject matter expertise in quality control, reliability and safety, materials management, information/knowledge management, strategic planning, technology marketing, and globalization with an emphasis on project management
- Skill and experience of technical areas include manufacturing and production, information systems, product and project management
- Prior Learning Assessment (PLA) white paper development for Associate Vice-President of Academic Affairs 2015-2016
- Internship Faculty Representative, Technology Management 2015-present
- Inclusion for UVU Access, Equity and Opportunity, Committee Service 2013-2016; Minority Access 2015 National Role Model Institution committed to diversity

#### *Courses developed*

- TECH 3000-Introduction to Technology Management, Summer 2019
- TECH 301R-Technology Lecture Series, Online Course, Fall, 2018
- TECH 3000-Introduction to Technology Management, Hybrid Course, Fall 2017
- TECH 2010-Supervision in Technology, Online Course, Spring, 2016

### **Utah Valley University, Orem, UT**

*Director, Trade Adjustment Assistance Community College and Career Training Grants Program, Workforce Education and Retraining for Knowledge and Skills (WERKS), October 2011-October 2015*

- Oversee Faculty coordinator to support the development and delivery of online Digital Media courses and course improvement
- Direct all operations including coordination and assessment of programs to support workforce education and retraining
- Analyze and assess data gathered from various assessments to create reports for university, consortium and Department of Labor

### **Utah Valley University, Orem, UT**

*Co-Director, Trade Adjustment Assistance Community College and Career Training Grants Program, Cybersecurity Career Pathways, October 2012-October 2015*

- Drafted a comprehensive three-year Cybersecurity Strategic Plan for the implementation of administrative and operational protocols to support a technology enhanced curriculum
- Coordinate training and development of multiple online and hybrid courses to deliver as open source content for the Department of Labor

- Comprehensive departmental branding, marketing and outreach efforts to launch new degrees in Cybersecurity
- Foster faculty buy-in for shared governance in policies and practices to address issues such as faculty compensation and improvement of course quality and rigor
- Launched and implemented Work-Keys Assessment for the Utah Mountainland region

### **Utah Valley University, Orem, UT**

*Director, Career and Technical Education, January 2008-July 2015*

- Provide vision and planning for career and technical education, faculty professional development and workforce development to support 45% of enrollment at a large (30,000+) regional public institution
- \$63.3 million total economic impact to the state
- Coordinate accreditation processes for all career and technical programs and degrees, including hybrid and online to support 700+ career and technical approved courses
- Build relationships and partnerships with key stakeholders such as government officials, business and civic leaders, academic vice presidents and deans
- Respond to business and industry needs in training and development
- Create, implement and lead innovative initiatives supporting career pathways, establishing UVU CTE as the lead institution for processes of seamless student transition
- Collect, analyze, and synthesize data for university, state and federal reports
- Serve as a liaison with non-credit academic programs
- Create and implement initiatives to support economic development, community engagement and student success
- Established nationally recognized administrative, operational, organizational, technical and strategic protocols, processes, and philosophies within the unit to proactively serve the evolving needs of a large university with a community college role
- All state/federal target indicators met or exceeded for three consecutive years
- Manage a budget of approximately \$2.5 million in annual funds
- Supervise cross-functional teams located in multiple departments throughout campus

### **Utah Valley University, Orem, UT**

*Adjunct Faculty, College of Technology and Computing, September 2007-2012*

- Taught Digital Media Essentials (DGM 1110) as a concurrent enrollment course
- Taught Digital Media Essentials (DGM 1110) as a service learning course
- Developed Digital Media Essentials (DGM 1110) as a hybrid course
- Designed and implemented the first Digital Media department flipped classroom
- Technical integration transition contributor to lead campus-wide conversion to and system administration and support of, Instructure Canvas Learning Management System from Blackboard Learning Management System

### **Utah State University, Logan, UT**

*Instructional Designer, Summer 2007*

- Digital Namibia Archives Project, Polytechnic of Namibia
- Created and introduced Mission, Goals and Philosophy of meaningful integration of technology into curriculum
- Identified local technical resources and structures to support a five-year, large scale international partnership between two post-secondary institutions

**American Leadership Academy, Spanish Fork, UT***Instructional Designer of Professional Development, January 2007-January 2008*

- Course design and delivery for 200+ K-12 faculty members to encourage technology in the classroom
- Program curriculum development K-12, Digital Media, Computer Literacy, Keyboarding
- Digital Media instructor 7-12 utilizing Moodle Learning Management System

**Rivetal, Provo, UT***Project Manager, Full Service Digital Media Corporation, July 2005-December 2006*

- Initiated and implemented Agile-style management with strategic planning of large scope projects to a cross-functional team of fifteen
- Client liaison, new product development
- Project management with attention to on time, on-budget deliverables to various high-profile clients such as New Line Cinema, Franklin Covey and Sorenson Communication

**Nebo School District, Spanish Fork, UT***Technical Instructor, Wilson Elementary School, January 1995-May 1998*

- K-6 curriculum development for Computer Literacy
- Created innovative elementary keyboarding curriculum adopted district wide

**GRANTS****Utah Valley University, Orem, UT**

- Co-Principal Investigator, National Science Foundation (NSF) Includes Grant: Intermountain STEM (IMSTEM) Launch Pilot: Closing Equity Gaps in STEM Education by Scaling Effective Practices through a Six State Collective Impact Network, 2017-2020, \$300,000
- Project Advisor, National Science Foundation (NSF), Integrating Environmentally Improved Photolithography Technology and Virtual Reality Games into Advanced Nanotechnology Education, 2017-2020 \$703,940
- Carl Perkins, Competency Based Learning Training, Fall 2017, \$4,430
- Utah State Office of Education, Utah State Equity Pipeline project, Phase II, \$30,000, January 2016
- National Alliance for Partnership in Equity, Utah STEM Equity Pipeline project, National Science Foundation Grant, Multi-state, Gender in Science and Engineering Program, 2013-present, \$2,500,000
- Carl D. Perkins, January 2008-2015, acquire and administrate more than \$5,000,000
- Utah Legislative Funding, Short Term Intensive Training, January 2008-2015, \$60,000 annual allocation
- Utah Cluster Acceleration Partnership, Career Pathways, Computer Science, 2013-2014, \$157,000, project received national recognition American Association of Community Colleges and Department of Labor, April 2015
- Utah Cluster Acceleration Partnership, Career Pathways partnership with Utah Technical Council, consultant, April 2015
- Department of Labor, TAACCCT grant, round two, Cybersecurity, 2012-2015, \$3,000,000
- Department of Labor, TAACCCT grant, round one, WERKS, 2011-2014, \$450,000
- Utah Cluster Acceleration Partnership, Digital Media, 2010-2012, \$300,000
- Utah Women and Education Leadership, Utah State Office of Education, 2009, \$60,000

**American Leadership Academy, Spanish Fork, UT**

- 21st Century Learning, Utah K-12 Technology Grant, 2007-2008, \$250,000

**AWARDS AND HONORS****Utah Valley University, Orem, UT**

- Faculty Excellence Award Winner, February 2019. Demonstrated support of student success through exemplary teaching. The award is by peer nomination and vetted by the university faculty senate.
- Visiting Innovation Scholar, Microsoft, Boston; makerspace serving Northeastern University, Harvard, Boston College, Wharton, and Massachusetts Institute of Technology, 2017
- Utah Women Innovator Award, Educational Excellence-bio is permanently featured in an interactive exhibit at the Leonardo Science Museum, Salt Lake City, November 2016
- Utah Association of Career and Technical Education Outstanding Administrator, November 2013
- Women Tech Council Innovation Award for Educational Excellence, September 2012
- Western Native American Leadership Summit, Robe of the White Raven, February 2012
- Vice President of Academic Affairs Award of Excellence, Utah Valley University, March 2011
- Association of Career and Technical Education (ACTE), National Delegate 2010-present
- Utah Valley University Faculty Fellow in Service Learning, 2011-present
- Utah Valley Senior Executive Leadership Forum (UVSELF), fellow 2009-2010
- Communicator Award, Outstanding Documentary, 2004

**PROFESSIONAL SERVICE****Utah Valley University, Orem, UT***Executive Appointments*

- Digital Transformation Task Force, faculty representative, appointment ratified by UVU Faculty Senate, 2019-present
- Appointed Lead, Business Engagement Strategy-Career Pathways 2010-2015
- Process Architect, Advisory Council on UVU's Unique Educational Mission 2010-2011
- Accreditation Team for Self-Study, Governance and Administration, Standard Seven, Finance, 2009-2010
- Utah Valley University Executive Steering Committee for Business Engagement, 2009-2015
- Strategic Directions Advisory Committee/University Planning Action Committee (UPAC)-September 2009-September 2011

*University*

- General Education Committee elected representative by College of Engineering and Technology faculty 2018-present
- Graduate Council elected representative by College of Engineering and Technology faculty, 2016-present

- Scholarly & Creative Undergraduate Learning Partnership (SCULPT) Advisory Board, 2017-present
- Search Committee representative to hire Assistant Professor, Technology Management 2016
- University Transition Task Force-January 2008-January 2009
- Grants for Engaged Learning Advisory Board-January 2008-September 2011
- Advisory Council on Unique Educational Mission (ACUEM), Academic Programs Subcommittee 2010-2011
- Utah Women and STEM Forum Task Force, 2011-2013
- Strategic Inclusion Task Force-September 2012-present
- Search Committee Equal Employment and Opportunity representative to hire Associate Vice-President of Academic Affairs for Engaged Learning, 2010
- Search Committee representative to hire Director, Tech Commercialization, 2010
- Search Committee Chair to hire Director of Summer Curriculum, 2011
- Search Committee representative to hire Director, Women's Success Center, 2011

#### *Academic Affairs*

- Prior Learning Assessment (PLA) committee to advise Vice President of Academic Programs 2017-present
- Competency Based Education, Faculty Advisory Committee 2015-2017
- Women Advisory Council—September 2011-present
- Business Partnership Working Group-January 2014-2015
- Economic Development and Workforce Training-June 2013-2015
- Grants for Engaged Learning Advisory Board-January 2008-September 2011
- Co-chair, Electronic Student Educational Occupational Plan (eSEOP)/UtahFutures.org state pilot project in partnership with Provo School District, 2009-2011

#### *Student Affairs*

- Student Affairs Student Engaged Learning Advisor Committee, January 2017-present
- Student Success and Retention Committee-September 2009-September 2014
- Emergency Management and Homeland Security Public Services Focus Group, 2011

#### *Department*

- Faculty Internship Supervisor, contributor to university policy #608, 2015-present
- Service Learning Liaison, 2019-present

#### **Utah State Office of Education, Salt Lake City, UT**

- Equity Curriculum Design, STEM equity in careers, serving 40,000+ Utah students, 2013-2016
- Career and Technical Education Coordinating Committee, Mountainland Region, 2008-2015
- K-16 Alliance, Mountainland Region, 2008-2012
- Task-Force to the State Superintendent, Rigor and Relevance; Comprehensive Guidance and Counseling, January 2010-2015

#### **Utah System of Higher Education, Salt Lake City, UT**

- UVU Director, Short Term Intensive Training 2008-2016
- Utah Association of Career and Technical Education Administration-President 2014
- Association of Career and Technical Education, Utah National Delegate 2012-2014
- Utah Community College Task Force, 2009-2010

**Governor's Office of Economic Development, Salt Lake City, UT**

- Women Technology Council Mentor Collaboration, 2008-present
- STEM Action Center, STEM Equity Pipeline lead 2013-present
- Jobs for Utah's Future, Governor's Education Excellence Commission 2012-2015
- Women and Education Project, State Advisory Committee, 2009-2015
- Economic Development Corporation of Utah, 2008-2015

**Utah Department of Workforce Services, Salt Lake City, UT**

- Higher education representative appointment: K-16 Alliance Workforce Committee to Utah Governor Herbert 2009-2012
- Mountainland regional workforce advisory council 2009-2011
- Lead, Utah County Work Keys Assessment in the Mountainland region 2009-2014

**COMMUNITY SERVICE**

- Women Technical Council of Utah 2008-present
- Utah Coalition for Education 2007-2008
- Small Business Development Resource Center 2008-2013
- First-Year Experience and Students in Transition, Summer Survivor Series for Special Populations 2008-2013
- Latinos in Action, Hospitality Management/Wasatch Summer Bridge Program 2008-2012
- Featured Author, Women in Business Magazine, January 2009-2011

**UNDERGRADUATE RESEARCH**

- Scholarly and Creative Undergraduate Learning Partnership (SCULPT) Mentor, 2017-present
- Mentored student was accepted and presented in the National Council on Undergraduate Research (NCUR) and recognized as the top 10% of all NCUR abstracts that overlap with faculty research interests at the Institute for Intelligent Systems at the University of Memphis, Memphis, TN, April 2017

**PUBLICATIONS AND PRESENTATIONS**

Thackeray, S., Wixom, G., & Palmer, A. (2014). UVU business engagement strategy: Career pathways report Phase II. Utah Valley University, Office of the President website: [http://www.uvu.edu/president/docs/bespathways\\_101314.pdf](http://www.uvu.edu/president/docs/bespathways_101314.pdf)

Hanewicz, C., & Thackeray, S. (2013). Utah women in STEM (Report No. UWEI-2003 No. 3). Utah Women and Education website: <https://www.uvu.edu/uwlp/docs/uweibrief3.pdf>

Thackeray, S., & Wixom, G. (2013). UVU business engagement strategy: Career pathways report. Utah Valley University, Office of the President website: [http://www.uvu.edu/president/docs/bes\\_pathways.pdf](http://www.uvu.edu/president/docs/bes_pathways.pdf)

Madsen, S. R., Hanewicz, C., & Thackeray, S. (2010). Women and higher education in Utah: A glimpse at the past and present (Report No. UWEP 2010-204). Utah Women and Education website: [http://www.utahwomenandeducation.org/assets/Research\\_Policy\\_Brief\\_2.pdf](http://www.utahwomenandeducation.org/assets/Research_Policy_Brief_2.pdf)

Madsen, S. R., Hanewicz, C., & Thackeray, S. (2010). The value of higher education for

women in Utah (Report No. UWEP 2010-201). Utah Women and Education website:  
<https://www.uvu.edu/uwlp/docs/uwlpbrief1.pdf>

Tsosie-Jensen, L. Arredondo, S., Thackeray, S., et. al (2010). Strengthening the senior year: Career and college ready (Superintendent's Special Work Group Report, November 2010). Utah State Office of Education

“Careers in STEM”, *UVU Prep, Intensive STEM summer camp training for students ages 11-12*, Orem, UT, July 2017, by invitation

“Five Focused Approaches to Retain and Support Women in STEM Degrees and Careers”, *National Summit for Educational Equity*, Arlington, VA, April 2017, committee reviewed

“Broadening Commitment, Partnerships and Professional Development-Expanding PIPE in Utah”  
*National Summit for Educational Equity*, Arlington, VA, April 2017, committee reviewed

“Overcoming Subtle Messaging of Exclusion: Empowering Utah Women in STEM Degrees and Careers”, *First Annual Teaching for Learning Conference-Soaring to New Heights*, Orem, UT, March 2017, committee reviewed

“Ethics in the World of Robotics”, *UVU Ethics Awareness Week*, Orem, UT, September 2016

“Attracting Students into STEM Degrees”, *UVU Faculty Convocation*, Orem, UT, August 2016, by invitation

“It is Not About You: Handling Professional Interactions with Aplomb”, *Utah Women in Higher Education Network*, Orem, UT, September 2015, keynote, by invitation

“Your Right to Remove Negative Based Web Content”, *UVU Ethics Awareness Week*, Orem, UT, September 2015

“Supporting Young Women in STEM Fields”, *Women of the Mountain Annual International Conference*, Orem, UT, October 2015, committee reviewed

“Business Engagement Strategy—Career Pathways: Identifying Career Clusters Through Partnerships”, *National Career Pathways Network Conference*, San Antonio, Texas, October 2013, committee reviewed

“K-16 Science, Technology, Engineering and Math (STEM) Regional Partnerships”, *Promoting College and Career Readiness, Utah Valley University Regional Counselor Conference*, Orem, UT, October 2013, by invitation

“Business Engagement Strategy: Preparing Students for Success in Higher Education”, *8<sup>th</sup> Annual Governor’s Native American Summit*, Orem, UT, August 2013, by invitation



“Advancing STEM Education”, *Science, Technology, Engineering and Math Executive Social Summit*, Orem, UT July 2013, committee reviewed

“Careers in STEM”, *UVU Prep, Intensive STEM summer camp training for students ages 11-12*, Orem, UT, June 2013, by invitation

“Business Engagement Strategy—Career Pathways: Identifying Career Clusters Through Partnerships”, *National Career Clusters Institute*, Fort Worth, Texas, June 2013, committee reviewed

“Let the Journey Begin”, *Expanding Your Horizons*, STEM Conference Keynote to twelve hundred young women ages 12-18, Orem, UT, February 2013, keynote, by invitation

“Women and Higher Education in Utah: A Glimpse at the Past and Present”, *Women of the Mountains Second International Conference*, Orem, UT, March 8-9, 201, committee reviewed

“Why Young Women Aren’t Enrolling in Higher Education”, Women and Education Study Results, *Utah Women and Education Summit*, Orem, UT, November 2010, committee reviewed

“Distributed Learning: A New Education Solution for 21<sup>st</sup> Century Learning,” *Utah Coalition for Education, Explore and Create Possibilities*, Murray, UT, March 2008, by invitation

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*Philosophy of Teaching Statement*

A key focus and passion of my teaching is to equitably reach all students, specifically underserved populations. Students come to a classroom with prior experience and learning. It is my pleasure and responsibility as an instructor to meet prior learning and build relevance for improved understanding to promote innovative application. The classroom curriculum must be the right balance between prior learning and the challenge of new learning. Some struggle will take place. Excellent curriculum capitalizes on new learning to encourage new applications of understanding. Each student is unique. Each student will apply the learning outcomes in a unique approach. A teacher will guide the student to find and apply their voice.

My goal as a technical instructor is to provide opportunity for students to discover the joy of critical thinking. It is not my intention to know all the answers. In fact, new technologies emerge so quickly it is important to invite industry experts into the classroom that do know current applications of information. Students learn through the interaction of discussions, exploration, and understanding. Strategies to encourage critical thinking include the use of problem-based learning, role-based simulation, and critical incident-based learning. In the 21<sup>st</sup> century, disruptive innovations such as online learning coupled with the widespread integration of academic technologies into the curriculum have redefined the educational environment. Students of today have unprecedented access to an array of learning opportunities presented through multiple technologies, delivery modes, and instructional methodologies. Flexibilities inherent to these technology-enhanced educational opportunities have transformed both the classroom and the student populations. Amid this shifting landscape, the future of instructional innovation, and possibly higher education, lies opportunities that can approach non-traditional students with non-traditional delivery methodologies. Opportunities for hybrid and blended learning that includes a flipped-classroom model will continue to evolve to meet the needs of learner differences.

My instructional philosophy includes Socratic teaching methodology. Socratic pedagogy adopts a unique method of teaching by asking questions, rather than by giving lectures. The methodology involves creating a network of questions to the existing knowledge of students and enables them to discover answers through the unfolding of critical thinking skills. The questions help in building up knowledge. These questions are often called “Scaffolding Questions.” Scaffolding works well with computer and technical literacy. As a student develops technical skills with equipment and software, they begin to incorporate their own attitudes of what and how the tools can be creatively used to the best advantage. It is common for a student to use a technology tool to create beyond what has ever been created.

Socratic questioning encourages better replies than one-word responses. It involves the seeking of clarification, reason, testing prior knowledge, as well as the consideration of consequences. Thoughtful, disciplined questioning in the technology classroom can support active, student-centered learning. Students are allowed to construct knowledge, discover the structure of their own thought, become clearer and more accurate in their thinking and skills. Technology combined with Socratic methodology allows students to

arrive at well-considered conclusions based on their reasoning, and lends itself to creative applications of literacy, that include global awareness, advanced management of information and visual development. The combination will enhance problem-solving skills and improves retention and recall of knowledge acquired.

### ***Reflection***

I reflect on my teaching style often through four areas of focus:

1. **Identify the student needs**-Who is the student? What are their challenges? What are their aspirations? How is my message significant to them?
2. **Ensure rigor and relevance**-How will students creatively apply their learning to problem solve? What is the job market? What are the global developments? How are the technologies evolving?
3. **Program assessment**-Is my approach working? Reviews and reflections from students, identifying progress by assignments, group work and course assessments can validate proposed student outcomes. Are the students persisting towards graduation? Do students demonstrate increased self-efficacy and confidence in the subject?
4. **Program improvement**-My approach to teaching must include continued iterations for improvement to meet the needs of the student and industry.