

Thomas Cavanagh

 /thomas-cavanagh
Orlando, Florida

tbcavana@gmail.com
c: 407.765.4017

Innovative higher education executive with extensive experience leading cross-functional teams in large, complex organizations. Experienced in all aspects of digital learning, data analysis, evaluation, relationship building, market research, digital marketing, and student coaching. Strategic thinker with proven results scaling online education programs. Entrepreneurially orientated with a growth-first mindset. Award-winning digital learning leader with a national reputation.

EXPERIENCE & IMPACT

2017-Present: Vice Provost for Digital Learning & Cont. Ed., University of Central Florida

2009-2017: Associate Vice President, Assistant Vice President

Leadership of the Division of Digital Learning for the 2nd largest university in the country.

- Full P&L accountability across multiple units with over \$35 million in annual budget authority. Signature authority for contracts up to \$250K.
- Lead award-winning, extremely high-growth digital learning enterprise of 180+ staff.
- Led 100%+ growth in digital student credit hours 2009-2021, now representing 55% of UCF's annual total. 83% of UCF's 70,000 students take one or more online/blended courses each year, including up to 17,000 fully online students per semester.
- Direct all online/blended course development, production, delivery, and assessment.
- Conceived, planned, and successfully led the launch of UCF Online, a comprehensive re-branding of the university's external-facing virtual campus that grew to 7,000+ students in the first 5 years (now 10% of total UCF headcount).
- Lead UCF Online operations, including program development, market research, digital marketing, student coaching, department coordination, course production/delivery.
- Lead UCF Continuing Education, charged with workforce-oriented, skills-based non-credit programs, including boot camps, industry certifications, and custom programs.
- Oversee the UCF Online Connect Center of more than three dozen student success coaches. Online students with coaches have a significantly higher retention rate.
- Created the Digital Learning Impact Evaluation function, which assesses efficacy of programs and initiatives.
- Lead tuition-as-benefit partnerships with major employers nationwide, including Target, Amazon, Lowes, and the Walt Disney Company in the Disney Aspire program, managed by Guild Education. Enrolled 1,000 Disney students in first year.
- Key leader/contributor on long-range strategic planning exercises for both the broader university and impactful projects such as a new Downtown Campus.
- Drive institutional innovation, such as campuswide Digital Learning Course Redesign Initiative, success coaching, digital badges, personalized adaptive learning, First Day Access, OER, and learning analytics.

2006-2009: Director of Instructional Design & Development, Embry-Riddle Aeronautical University Worldwide

- Led the design/production/delivery of the University's 170 globally delivered distance learning courses (representing almost 2,000 individual sections annually).
- Proposed/led strategic partnership projects (e.g., a joint degree and an innovative scholarship program).
- Implemented innovative course production processes resulting in national awards.
- Successfully supervised both local and remote staff in Florida, Georgia, and Arizona.

Key Skills

Fiscal Management (P&L)
Assessment
Student Success
Educational Innovation
Success Coaching
Instructional Design
Personalized Learning
Entrepreneurship
Data Analysis & Efficacy
Learning Analytics
Market Research
Digital Learning
Workforce Development
Diversity & Inclusion
Strategic Communications
Media Relations
Strategic Planning
Accountability & Execution

Education

Ph.D., Texts & Technology
University of Central Florida
MBA, Technology Mgmt
University of Phoenix
B.S., Communications
University of Miami
Certificate: Management
Development Program
Harvard University Graduate
School of Education

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2001-2006: Program Manager, Florida Space Research Institute

- Instructional/financial/operational oversight of an online training portal for aerospace and science subjects.
- P&L for a \$3 million+ budget encompassing multiple sub-programs covering various training curricula.
- Established, negotiated, and administered partnerships with vendors, community colleges, public and private universities, state/federal government officials, and other parties.
- Responsible for acquiring all funding—100% self-supporting.

1994-2001: Managing Director, Interactive Media Corporation (highest position)

Previous positions: Director of Operations, Design Services Manager, Senior Instructional Designer, Project Manager (company's former name: Analysis & Technology, Inc.)

- P&L for \$6 million (2000 annual revenue) business unit within a \$31 million corporate training and development firm.
- Led operations for 39% business unit growth (2000 annual revenue).
- Oversaw development of numerous custom training programs in both digital and instructor-led formats, with responsibility for project teams, budgets, and schedules.
- Direct supervision of a staff of 40 training program content developers in offices both local and across the U.S. (Orlando, Pittsburgh, Atlanta, Kennedy Space Center).
- Extensive marketing support responsibilities including capabilities presentations to Fortune 500 executives.

1990-1994: Freelance Writer / Content Consultant

Full credit list available upon request (formerly a member of the Writers Guild of America).

- Training/Education: MasterCard University; IBM; Siemens; Nickelodeon/ MTV Networks (*Writer of a series that won the Christa MacAuliffe award for Space Education*); Sea World / Anheuser Busch Entertainment Group (*Writer of 15 episodes of Emmy-nominated children's educational series*); Olive Garden Restaurants; Florida Center for Instructional Technology; Florida Association of Realtors; Skydog Productions.
- Entertainment: Nickelodeon / MTV Networks (*Work on 3 Cable Ace Award nominees - 2 as Head Writer*); Walt Disney Television Animation; The Disney Channel; Longbow Prod.; Reeves Entertainment Group; RAE Media Prod.
- Marketing/Promotion: The Gartner Group; Nickelodeon / MTV Networks; Sea World / Anheuser Busch Entertainment Group; Walt Disney Resort Design; IBM; Florida PTA.

1989-1990: Production Coordinator, Blue Wave Productions / Disney Channel—The Mickey Mouse Club

Previous position: Production Assistant

- Managed all travel for show cast, staff, and guests for national cable television program.
- Coordinated logistics with guest performers/celebrities and their representatives.
- Provided various support for pre-production, production, and post-production activities, both on set and behind the scenes.

Highlights

- Service on various national boards including the 1EdTech/IMS Board of Directors.
- Recipient of numerous awards for excellence and leadership from multiple national organizations (WCET, USDLA, OLC).
- Led many strategic initiatives with broad organizational impact, including UCF's 100% pivot to remote instruction due to the COVID-19 pandemic.
- Co-host TOPcast, a popular podcast about online learning.
- Interviewed nationally on camera and in print in various outlets.
- Experience speaking before government officials.
- Longstanding support for DEI initiatives, including mentoring.
- Lead critical innovations such as success coaching, workforce skills development, learning analytics, textbook affordability, personalized adaptive learning, and badging.
- Experience teaching traditional, online, and blended formats.

References available upon request.

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Detailed Academic Curriculum Vita

Education

- Ph.D., Texts & Technology, University of Central Florida (2006)
- M.B.A., Technology Management, University of Phoenix (2000)
- B.S., Communications, University of Miami (*cum laude*) (1988)

Other

- Management Development Program, Harvard University (2008)
Institute for Higher Education, Harvard Graduate School of Education
- SACSCOC Academic Peer Evaluator training (2014)
- Diana G. Oblinger Innovation Forum: How to Develop Your Institution's Student Success Strategy, EDUCAUSE (2016)
- Various faculty development courses at University of Central Florida, Embry-Riddle Aeronautical University, and Valencia Community College

2009-Present
2017-Present
2013-2017
2009-2012

University of Central Florida

www.ucf.edu

Vice Provost for Digital Learning

Associate Vice President of Distributed Learning

Assistant Vice President of Distributed Learning

Leadership of the Division of Digital Learning, a major college-level division of Academic Affairs, responsible for leveraging innovative online and digital strategies in support of UCF's mission, with an emphasis on exploring pioneering ways to positively impact revenue, access, enrollment, success, retention, time to graduation, the cost of providing an education, and the quality of the learning experience.

Operational Leadership

- Serve as chief online learning officer for one of the largest universities in the United States (72,000+ students).
- Full profit & loss accountability across multiple units in the division with approximately \$30 million in annual budget authority.
- Financial oversight comprising multiple sources, including Education & General (E&G), auxiliary, foundation, and contracts & grants. Signature authority for contracts up to \$250,000.
- Direct oversight of a staff of 180, including in-unit unionized faculty, exempt and non-exempt professional staff, part-time/work study, and graduate assistants.
- Lead an extremely high-growth digital learning enterprise that has for eight years been the primary source of UCF's significant headcount and credit hour growth.
- Units within the division have included: UCF Online, the Center for Distributed Learning, Continuing Education, the Office of Instructional Resources, Mobile Strategy & Innovation, the Research Initiative for Teaching Excellence (RITE), and all sub-teams.
- Oversee Continuing Education unit, including for-credit market rate programs, non-credit custom workforce development, and bootcamps in partnership with entities such as 2U and ThriveDX.

Leadership of Innovative and Entrepreneurial Initiatives Highlights

- Coordinate 100+ fully online programs/certificates and support for more than 1,500 faculty and approximately 61,000 students taking online courses each year.
- Support up to 17,000 exclusively online students each semester.
- Responsible for regional accreditation (SACSCOC) compliance for area of responsibility, state authorization compliance, as well as Florida Board of Governors and statutory compliance.
- Led 100%+ growth in online/blended student credit hours between Fall 2009 & Fall 2019, now representing 55% of UCF's total credit hours. 83% of UCF's 70,000 students take one or more online/blended courses each year.
- Conceived, planned, and successfully led the launch of UCF Online, a comprehensive re-branding of the university's external-facing virtual campus that grew from 0 to 7,000+ students in the first 5 years.
- Lead UCF Online operations, including program development, market research, digital marketing, student coaching, department coordination, course production/delivery.

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- Oversee the UCF Online Connect Center of more than three dozen student success coaches. Online students with coaches have a significantly higher retention rate.
- Created the Digital Learning Impact Evaluation function, which assesses efficacy of programs and initiatives.
- Led the university's successful course migration due to the 2020 COVID-19 pandemic to 100% remote instruction. In less than one week, facilitated the migration of 6,600+ blended/face-to-face sections to online delivery. UCF went from teaching 219,640 student credit hours completely online to 712,410.
- As part of our pandemic response, led the conception, development, and deployment of UCF's **BlendFlex** delivery model, which enabled the university to deliver classroom instruction to hybrid students who participated both in-person and online.
- Key member of UCF's Enrollment Planning Group, made up of senior leaders from across the institution, to develop enrollment target recommendations, determine strategies for meeting goals, and execute enrollment plans and student success/retention initiatives. Chaired the UCF Online committee of the 10-year Enrollment Strategy Task Force.
- Oversaw all audiovisual technology design, implementation, and support for hundreds of classrooms campuswide (2017-2020).
- Conceived, planned, and successfully led high-profile initiatives such as:
 - The state-funded annual **TOPkit program** for preparing Florida college and university faculty to teach online.
 - The state-funded **Innovation Summit**, an annual event which gathers and disseminates innovative practices and research from across Florida.
 - The Next Generation Learning Challenges/Bill and Melinda Gates Foundation-funded **Blended Learning Toolkit**, which worked with 20 partners from the American Association of State Colleges and Universities (and others) to train and support the adoption of blended learning nationwide, resulting in broad national expansion.
 - The **Blendkit** massively open online course (MOOC), which was originally delivered as part of the Blended Learning Toolkit program. Later negotiated and facilitated a partnership to offer it with EDUCAUSE under a multi-year revenue-share agreement.
- Coordinated the acquisition and integration of the assets of the National Center for Academic Transformation (NCAT) into the custody of the Division of Digital Learning upon the retirement of NCAT founder Dr. Carol Twigg.
- Led the campuswide transition to a new enterprise learning management system. Was asked to document the process as a benchmark model in an EDUCAUSE ECAR case study.
- Led a Board of Trustees-sponsored campuswide \$4M digital learning course redesign initiative intended to improve student success, increase time to graduation, and reduce DFW rates, particularly in STEM disciplines.
- Led the UCF side of a partnership with the Walt Disney Corporation to participate in the Disney Aspire program, managed by Guild Education, where 53,000+ hourly Disney employees can receive a free education at UCF.
- Serve as the institutional coordinator for UCF's partnership with Guild Education, including support for numerous companies nationwide.
- Lead and support critical institutional innovations such as online learning, blended learning textbook affordability, adaptive learning, and badging, as well as key collaborations with other institutions and commercial partners. Key partner in UCF's transition to active learning.
- Lead key institution-wide initiatives with university stakeholders including president, provost, deans, chairs, and faculty to identify opportunities, strategize solutions, and implement plans.

Board and Government Relations

- Ongoing collaboration with UCF's Board of Trustees, providing information, presenting briefings, making proposals, and answering questions/offering insights.
- Support for key institutional performance metrics as measured by FL Board of Governors / legislature.
- Regular interaction with Board of Governors of the State University System of Florida.
- Personal service on Florida Virtual Campus Board of Directors and numerous national advisory boards.

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Advancement and Fundraising Activity

- Regularly collaborate with the Advancement Office and the UCF Foundation to identify and cultivate key partnerships with major corporations such as the Walt Disney Company, Sony, Microsoft, and Lockheed Martin.
- Collaborate with Alumni Affairs for outreach to targeted students and alumni.
- Responsible for securing significant extramural funding through grants, contracts, and sponsorships.
- Extensive collaboration with foundations such as the Bill & Melinda Gates Foundation.

Academic Responsibility Highlights

- Serve as a key academic officer of the university overseeing a major college-level division of Academic Affairs.
- Approve/Deny faculty promotion portfolios/binders for final decision by Provost.
- Partner regularly with deans, chairs, and faculty on strategic initiatives, such as a campuswide course redesign initiative, migration of the enterprise learning management system, and the launching of new online programs.
- Secondary joint appointment in Department of Writing & Rhetoric and regularly teach courses for the English Department and Department of Writing & Rhetoric. Serve on thesis/dissertation committees.

Diversity, Equity, and Ethics

- Serve as a mentor in the Leadership Enhancement Program for women and underrepresented staff and faculty (2010/11, 2012/13, and 2016/17). Mentored three different participants across one academic year each. Also served on several senior leadership panels as part of the program.
- Served on a St. Petersburg College task force supported by the Helios Foundation to develop innovative programs and practices to build, enhance, and expand the pipeline of Black students from high schools and community colleges in the Tampa Bay area to SPC, UCF, USF, and FAMU.
- Support various Hispanic-Serving Institution (HSI) opportunities on campus.
- Lead key student accessibility partnerships across multiple departments on campus to ensure equal academic access for students with disabilities.
- Divisional partner in the Florida Prison Education Program (FPEP), winner of the 2018 UCF Collective Impact Community Challenge award.
- Annually support *Diversity Week*, *International Week*, and *Black Faculty and Staff* organizations.
- Key contributor to the university-wide Data Ethics Workgroup to ensure ethical usage of student information as part of institutional analytics initiatives.
- Personally instituted an annual divisional staff “Day of Service,” most recently held at the Mustard Seed of Central Florida. Other divisional support for numerous charitable efforts such as Toys for Tots and the American Heart Association.

Strategic Planning

- Key member of UCF’s institutional strategic planning committee, participating on the core “Value” commission that led to the current university Collective Impact Strategic Plan.
- Created and led a major new university division, reorganizing units from other areas and integrating them into a cohesive new entity.
- Member of the President’s Advisory Staff Council, a strategic advisory group of senior leaders.
- Presidential appointee to the UCF 10-year Enrollment Strategy Task Force.
- Key member of three strategic planning committees related to the development of UCF’s innovative new Downtown Campus, including serving as chair of the Teaching, Learning & Research subcommittee of the Technology Committee.
- Regularly reassess organizational structure and adjust positions and reporting lines as necessary to maintain operational excellence.
- Lead/contribute to multiple executive team leadership retreats, developing goals, strategies, and tactics.
- Conduct SWOT analyses of organization and initiatives.

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**2006
(Spring)**

**Valencia Community College
Adjunct Instructor**

- Part-time faculty in the Digital Media Program (DIG 2430 – Digital Storytelling)
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2006-2009

**Embry-Riddle Aeronautical University www.erau.edu
Director of Online Course Design & Development — Worldwide Campus**

- Oversee design/production of the University's 170 globally-delivered distance learning courses (representing almost 2,000 individual sections annually).
 - Adult and military-focused student body.
 - Responsible for production processes that resulted in national recognition and awards from organizations such as UPCEA and Blackboard.
 - Supervise departmental staff of in-house and contractor professionals (both local and remote).
 - Manage numerous grants and contracts, including budgets and schedules.
 - Propose and lead special partnership projects (e.g., a joint degree with Nova Southeastern University and an innovative scholarship program with the Civil Air Patrol).
 - Full-time faculty appointment in Arts & Sciences (English); Assistant Professor rank.
 - Teach courses in English / Technical Communications.
 - Developed Master Course template for undergraduate Technical Report Writing course for all online instructors and served as Course Monitor to oversee its delivery worldwide.
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2001-2006

**Florida Space Research Institute
Program Manager**

- Instructional/financial/operational oversight of the *Advanced Learning Environment (ALE)* program—an online training portal for aerospace and science education.
 - Manage a \$3 million+ budget encompassing multiple sub-programs covering various curricula in aerospace, STEM, biotechnology, and teacher education.
 - Establish and administer partnerships with community colleges, public universities (SUS), private universities (ICUF), vendors, state/federal government officials, and other parties.
 - Responsible for acquiring all funding—100% self-supporting.
 - Conduct high-level briefings with program sponsors, stakeholders, and elected officials.
 - Regular interactions with various state government officials, including: Florida House of Representatives Committee on Community Colleges and Workforce Education, Florida Commissioner of Education, Chancellor of Community Colleges and Workforce Development, Florida Space Authority board, several state legislators, and the staffs of the Governor and Lt. Governor.
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1994-2001

**Interactive Media Corporation
Managing Director (highest position)**

Previously: Director of Operations, Design Services Manager, Senior Instructional Designer, Project Manager (company's former name: Analysis & Technology, Inc.)

- Profit & Loss accountability for \$6 million (2000 annual revenue) business unit within a \$31 million training and education consulting firm.
- Managed operations of 39% business unit growth (2000 annual revenue).
- Oversight of numerous custom educational programs, with responsibility for project teams, budgets, and schedules.
- Direct supervision of a staff of 40 educational program developers (instructional designers, graphic artists, programmers, assessment specialists, project managers) in Orlando, Pittsburgh, Atlanta, and Kennedy Space Center.
- Extensive marketing support responsibilities including capabilities presentations to Fortune 500 executives and senior-level client consultation.

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- Author and review project proposals / sign-off authority for proposal pricing.
- Establish and promote exceptional customer service / client relations for Fortune 500 companies, federal agencies, and US Military.

1990-1994 Freelance Consultant/Writer

Work for numerous clients on a freelance basis.

Education / Training

- Florida Center for Instructional Technology; MasterCard University; IBM; Siemens; Nickelodeon/MTV Networks (*Writer of a series that won the Christa MacAuliffe award for Space Education*); Sea World / Anheuser Busch Entertainment Group (*Writer of Emmy-nominated children's educational series*); Olive Garden Restaurants; Skydog Productions; Florida Association of Realtors

Entertainment

- Nickelodeon / MTV Networks (*Work on 3 Cable Ace Award nominees - 2 as Head Writer*); The Disney Channel; Walt Disney Television Animation; Longbow Productions; Reeves Entertainment Group; RAE Media Productions

Promotion/ Marketing

- The Gartner Group; Nickelodeon / MTV Networks; Sea World / Anheuser Busch Entertainment Group; Walt Disney Resort Design; IBM; Florida PTA

1988 – 1990 Freelance Film & Television Production Support - Various Positions

- The Disney Channel; Touchstone Pictures; ABC; CBS; Walt Disney Imagineering; Filmworks
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Media and Foundation Relations

Featured or interviewed as a digital learning educational expert in many publications, including *The Chronicle of Higher Education*, *Inside Higher Ed*, *The Washington Post*, *The Atlantic*, *Politico*, *Campus Technology*, *Military Advanced Education*, *Federal Computer Week*, *University Business*, *Training magazine*, *Information Week*, *Space News*, *Professional Artist Magazine*, *Distance Education Report*, the *Orlando Sentinel*, *Brevard Technical Journal*, the *South Florida Business Journal*, *Orlando Business Journal*, the *e-Literate blog*, Parthenon Group reports, Gartner briefs, and an Ithaca S+R [case study](#).

Featured in a nationally-broadcast on-camera interview discussing higher education policy and online learning on the PBS television Tavis Smiley Show: <https://today.ucf.edu/pbs-show-feature-ucfs-online-success/>.

During the 2020 COVID-19 pandemic, served as a primary institutional representative for the media, with numerous interviews conducted with local television affiliates for ABC, CBS, NBC, Telemundo, and Spectrum. Was also interviewed by the local NPR station, the Orlando Sentinel, the Orlando Business Journal, the Chronicle of Higher Education, and USA Today.

Digital learning work has been recognized by the Bill and Melinda Gates Foundation. Co-hosted a campus visit by Bill and Melinda Gates and senior foundation leadership (<https://www.gatesnotes.com/Education/UCF-Digital-Learning>).

Professional Outreach:

TOPcast – The Teaching Online Podcast: A monthly higher education podcast, co-hosted with Kelvin Thompson.

Approx. 2,800 monthly downloads; Recognized by EdSurge as “One of 16 Education Podcasts to Check Out in 2017.” Featured in *Inside Higher Ed*. (2015-Present). <http://topcast.online.ucf.edu>.

Public Speaking:

Over 200 presentations (majority peer-reviewed):

- Invited keynotes, lectures, plenary sessions, conference sessions, panel participant, panel moderator, webinars
- Numerous consulting visits for other higher education institutions
- Domestic and international

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Instructional Experience

University of Central Florida

Secondary joint appointment in the Department of Writing and Rhetoric. Courses taught:

ENC 6217 Technical Editing

ENC 5237 Writing for the Business Professional

Doctoral Thesis Committees

Cherie Mazer: *An Evaluation of the Iowa State University Learning Ecosystem*, Ed.D. (2014)

Master's Thesis committees

Mariana Chao: *On Copyright Law: What Technical Communicators Need to Know*, M.A. (2014)

James Fenn: *Narrative Learning in Technical Communication*, M.A. (2014)

Kristin Fecko: *The Relevance of Benjamin Franklin's and Thomas Jefferson's Technical Writing for Modern Communicators*, M.A. (2014)

Erika Wardell: *Gender Composition of Online Technical Communication Collaboration*, M.A. (2012)

Embry-Riddle Aeronautical University, Worldwide Campus: Arts & Sciences

Assistant Professor, English

ENGL 221 Technical Report Writing (master course template taught by all faculty)

- Blackboard Exemplary Course Award winner (2008)

FACD 703 Developing Online Course Materials (Non-credit faculty development course)

HUMN 400 Science and Aviation/Aerospace Technology in Society

- Proposed and developed first 400-level Humanities offering for Worldwide Campus

Valencia Community College, Orlando, FL: Digital Media Department

DIG 2430 Digital Storytelling, *Digital Media Technology Program*

Full Sail University, *School for the Media Arts*: Winter Park, FL: Film Program

CRW 101 Creative Writing / Screenwriting

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Highlighted Honors/Awards

- **#7 U.S. News and World Report Online Bachelor's program (2022).** Individual programs (both undergraduate and graduate) also highly ranked. Top 20 rank nationally four years in a row, with numerous individual programs earning top rankings (many #1) from other lists.
- Digital Learning Innovation Award (institutional recognition): \$100,000 award from the Online Learning Consortium (2018)
- **WICHE Cooperative for Educational Technology (WCET) Richard Jonsen Award, 2018**
 - WCET's highest career recognition
- Division recognition by Bill Gates as a national leader in digital learning (<https://www.gatesnotes.com/Education/UCF-Digital-Learning>) (2018)
- **IMS Global Learning Consortium community leadership award** (2018)
- Best-in-Track Selection (panel participant), *Innovations, Tools, and Technology*: Online Learning Consortium Accelerate Conference (2017)
- **Outstanding Leadership Award, US Distance Learning Association (USDLA)** (2017)
- Team award: WCET Outstanding Work (WOW) Award (2013 and 2017)
- Unit award: Center of Excellence, New Media Consortium (2016)
- Unit award: 21st Century Best Practice Award for Distance Learning, USDLA (2015)
- **Fellow of the Online Learning Consortium** (2014)
- Unit award: Excellence in Institution-wide Online Education, Sloan-C (2012)
- **Best-in-Track Selection, Leadership and Administration: Sloan-C Blended Learning Conference (2012)**
- Sloan-C Effective Practice Award: UCF's Online Faculty Readiness Assessment (2011)
- Team/Unit awards: Prudential-Davis Productivity Awards (two in 2011, one in 2014, three in 2017)
- **Best-in-Track Selection, Faculty Development: 16th Annual Sloan-C Annual conference (2010)**
- Distinguished Graduate, University of Miami Department of English (<https://english.as.miami.edu/creative-writing/alumni/distinguished-graduates/index.html>)
- ENGL 221 Technical Report Writing (Embry-Riddle Aeronautical University)
 - Online course selected as a *Blackboard Exemplary Course Award* winner (2008)
 - Achieved a perfect 80 out of 80 score by a Quality Matters peer-review team (1st review)
- Doctoral dissertation (*The Kiosk Culture: Reconciling the Performance Support Paradox in the Postmodern Age of Machines*):
 - Winner of the Outstanding Dissertation Award: University of Central Florida College of Arts & Humanities (2006/07)
 - Nominated for a CCCC Outstanding Dissertation Award in Technical Communication (2007)
- Mystery novel *Head Games*:
 - **Florida Book Award: winner of the 2007 Gold Medal in Popular/Genre Fiction**
 - **Shamus Awards: Nominated as a 2008 Best Hardcover by the Private Eye Writers of America**
 - Selected as a 2007 "Killer Book" by the Independent Mystery Booksellers Association
- Project Award: Excellence in Training & Employee Development: E-Learning/Blended Learning (2003)
University of North Florida Division of Continuing Education
- Project Awards: Multimedia & Internet Training Gold Medal and Silver Medal (1998)
Brandon Hall Excellence in Learning Competition
- Head Writer of two television series nominated for 1992 Cable ACE Awards
- Writer of a television series that won the 1991 Christa McAuliffe Award for Space Education
- Contributing Writer for a television series nominated for 1991 Cable ACE Award
- Writer of an educational television program nominated for a regional Emmy Award

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Board and Leadership Service:

- Board of Directors—IMS Global Learning Consortium (2021-present)
- University Professional and Continuing Education Association (UPCEA) Council of Chief Online Learning Officers (2020-present; Chair 2022-2023)
- Pressbooks National Advisory Board (2020-present)
- IMS Global Higher Education Institutional Executive Board and Steering Committee (2016-present)
- Advisory Board: Digital Courseware in Context (CWIC) Quality Framework initiative (2016-2017)
 - Administered by Tyton Partners and funded by the Bill and Melinda Gates Foundation
- Advisory Board: EDUCAUSE’s Leading Academic Transformation (LAT) community (2016-2019)
- University of Florida Educational Technology program [Advisory Board](#) (2015) (ranked as #1 online Graduate Education program by U.S. News)
- WCET Steering Committee: elected by national membership (2013-2016)
- Florida Virtual Campus (FLVC) Board of Directors (2012-2014)
- EDUCAUSE Learning Initiative (ELI) Advisory Board (Term: 2011-2014, Chair: 2013-2014)
- Florida Distance Learning Association (FDLA) Board of Directors (2011-2013)

University Service:

University of Central Florida

- Search committee: Vice President for Information Technologies & CIO – national search (2020)
- Institutional proposal reviewer for NSF project: Improving Undergraduate STEM Education (IUSE): Hispanic-Serving Institutions (NSF 19-540) (Track 1 - Building Capacity) (2019)
- President’s Advisory Staff Council (2019-present)
- UCF 10-year Enrollment Strategy Task Force (2019)
 - Chaired the UCF Online subcommittee (2019)
- Serve as a mentor in the Leadership Enhancement Program for women and underrepresented staff and faculty (2010/11, 2012/13, and 2016/17)
- University Enrollment Planning Group (ongoing)
- Data Ethics workgroup (2018-present)
- Represented UCF at partnership agreement signing ceremonies with Polk State College (August 18, 2017) and Florida Gateway College (September 13, 2016)
- Institutional strategic planning committee, participating on the core “Value” commission that led to the current university Collective Impact Strategic Plan. (2016-2017)
- Reimagining the First Year (RFY) of college initiative Advisory Council (2016-2018)
- Committee member for the faculty’s Collaborative on Academic Careers in Higher Education (COACHE)
 - “Nature of work (teaching, research, and service)” subcommittee (2016)
- University Strategic Planning Committee: “Value” Commission (2015-2016)
- SACSCOC Quality Enhancement Plan (QEP) Advisory Board (2015-2016)
- Innovative Education Committee for Undergraduate Studies (2015-2016)
- UCF Downtown New Campus Strategic Planning Team (2015)
 - Academic Programs Committee
 - Teaching and Learning Innovation Subcommittee
 - Technology Committee (Chair: Teaching, Learning, and Research Subcommittee)
- President’s Emerging Issues Committee (2014-present)
- Provost’s Task Force on Academic Integrity (2011)
- Texts & Technology Ph.D. Program Advisory Board
- Search committee: Chief Audit Executive—national search
- Search committee: Vice Provost for Regional Campuses—national search
- Search committee (Chair): Director, Office of Instructional Resources—national search
- Search committee: Director, Faculty Center for Teaching and Learning (FCTL)—national search
- Search committee: Director, Continuing Education—national search

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- Guest speaker in courses such as “Student Retention in Colleges and Universities,” “Teaching Online in Texts & Technology,” and “Careers in Professional Writing”
- Faculty Senate Information Technology Resource Advisory Committee (ex officio)
- Chair the Distance Learning Advisory Group

Embry-Riddle Aeronautical University

- Search committee: Associate Dean for Online Academics—national search
- Course Monitor for ENGL 221, Technical Report Writing: ERAU Worldwide Campus
 - Developed a template and example documentation for the Department of Arts & Sciences that can be used by all campuses to direct adjunct faculty on how to best facilitate targeted course designs.
- Proposed and coordinated the creation and delivery of a new Worldwide Campus graduate degree (M.S. in Space Education) in collaboration with Nova Southeastern University; co-directed the marketing plan.
- Proposed and coordinated a Worldwide Campus scholarship program for the Civil Air Patrol
- Contributed to academic departmental program assessment and institutional effectiveness activities.
- Guest speaker for “Marketing Communications” course

Professional Service/Other:

National

- Program Co-Chair—UPCEA annual conference (2021-2022)
- Digital Learning Council—Institute for Emerging Leaders in Online Learning (IELOL): the Online Learning Consortium (2019-2020)
- Higher Education Alliance for Transformation: HEAT (formerly the Northern Rockies Consortium for Higher Education (NORCHE)) (2017- present)
- Subject matter expert for ELI’s “7 Things You Should Know About Learning Analytics” (2017)
- IMS Global Adaptive Learning Community of Practice (2016-2019)
- Committee member for the design of the WCET Distance Education Price and Cost Report Survey (2016-2017)
- Subject matter expert for ELI’s “7 Things You Should Know About Personalized Learning” (2015)
- Asked by EDUCAUSE and the Next Generation Learning Challenges (NGLC) to reprise my role as a team coach for the 2015 Breakthrough Models Academy in Chicago and online, culminating in presentations at the 2016 ELI annual conference.
- 2015 EDUCAUSE Annual Meeting Program Planning Committee
 - Track Chair: Teaching and Learning (Advancing the Academic Mission)
- WCET Adaptive Learning Summit planning committee (2015)
- Served as one of three coaches for the inaugural (2013) Breakthrough Models Academy from EDUCAUSE and the Next Generation Learning Challenges (NGLC). Coached four teams of four partners each on-site in Cambridge, MA and Anaheim, CA and online as they developed new, innovative educational models.
- Instructure Canvas Net+ Product Advisory Board (2012-present)
- Appointed by the president of EDUCAUSE to represent the organization on a national inter-agency task force that prepared a white paper on e-learning (2012)
- Track Chair (Access): 2011 Sloan-C Blended Learning Conference
- Sloan-C Journal of Asynchronous Learning Networks (JALN) Learning Effectiveness Advisory Group (2010)
- Contributing DELPHI reviewer of the Sloan-C Quality Scorecard (2009-2010)
- Member of the Blackboard Mobile Learn Advisory Group (2009-2010)
- Peer Reviewer: Book: Higher Education, Emerging Technologies, and Community Partnerships: Concepts, Models and Applications (IGI Group)
- Peer Reviewer: 2009 Sloan-C ALN Conference (Evaluation and Assessment track)
- Peer Reviewer: 2013 Sloan-C Blended Learning Conference: Leadership Track
- Peer Reviewer: mLearn2009 Conference
- Peer Reviewer: International Journal of Human and Technology Interaction
- Peer Reviewer: Journal of Political Science Education (2014, 2015)
- Peer Reviewer: Online Learning Journal (2015)

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Regional

- Served on a St. Petersburg College task force supported by the Helios Foundation to develop innovative programs and practices to build, enhance, and expand the pipeline of Black students from high schools and community colleges in the Tampa Bay area to SPC, UCF, USF, and FAMU. (2020)
- EDUCAUSE Southeast Regional Conference Planning Committee (2012)

State/Local

- Participation on the Programs committee of the Florida Online Learning Strategic Plan. (2016-present)
 - Chaired the Innovative and Experimental Pilot Projects Subcommittee.
 - Co-chaired the Competency-Based Education and Adaptive Learning Subcommittee
- Presidential Appointee as UCF Representative to the Florida Virtual Campus (FLVC) (2009-2020)
 - Chair of the Distance Learning & Student Services members council (2012-2014)
 - Search committee: FLVC Executive Director—national search
- Inaugural representative for the Independent Colleges and Universities of Florida (ICUF) on the legislatively-created Florida Distance Learning Consortium: 2003-2005
- State Workgroup on the Alignment and Enhancement of Online Postsecondary Academic and Student Support Web Services (Florida Distance Learning Consortium (FDLC) and Florida Center for Advising and Academic Support (FCAAS))
- Member of Brevard Community College Virtual Campus Advisory Board: 2003-2005
- Member of Advisory Board for TeachSpace Program (NASA grant at Embry-Riddle Aeronautical University): 2002-2006
- Member of Advisory Council for the Florida Aerospace Resource Center (joint venture between Florida Community College at Jacksonville and Brevard Community College): 2003-2005
- Member of the Florida Aviation/Aerospace Career Cluster Consortium (FLACCC) to review statewide aerospace education needs and curricula – 2004
- Judge: Technology Student Association (TSA) Annual Competition

Grants / Contracts Received and Managed

University of Central Florida

- Principal Investigator: *UDOIT For D2L* (2020-present)
 - Funding Sponsor: Frontier Set / Venture Well with source funding from the Bill & Melinda Gates Foundation
 - \$7,500 (partnered with the University System of Georgia, who also received \$7,500)
- Co-Principal Investigator: *Every Learner Everywhere Adaptive Learning Project* (2019-present)
 - Funding sponsor: Association of Public and Land-Grant Universities (APLU) with source funding from the Bill and Melinda Gates Foundation
 - \$50,000 plus travel
- Principal Investigator: *Florida Online Innovation Summit* annual conference (2019 -2023)
 - Funding sponsor: Complete Florida
 - \$70,379.46 total
- Co-Principal Investigator: *TOPkit Statewide Faculty Development Project* (2016-2021)
 - Funding sponsor: Florida Virtual Campus and State University System of Florida Council of Academic Vice Presidents
 - \$397,531 (Year 1: \$189,395 / Years 2-5: \$52,034 annually)
- Complete Florida
 - Sponsored by the Florida Legislature via the University of West Florida
 - \$231,000 (\$100,000 initial funding with \$131,000 follow-on funding)
- Principal Investigator: *Expanding Blended Learning Through Tools and Campus Programs* (2011-2012)
 - Funding sponsor: EDUCAUSE/Next Generation Learning Challenges (primary funder: Bill and Melinda Gates Foundation)
 - \$250,000 (Partner: American Association of State Colleges and Universities and 20 member schools)

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Embry-Riddle Aeronautical University

- *ScienceMaster*
 - ERAU portion: \$305,000 = \$175,000 (fixed operational funding) + \$130,000 Scholarship funds for 16 master's degree and individual course scholarships (variable funding)
 - Funding sponsor: Florida Department of Education
 - Partners: Manatee County Schools (lead), Nova Southeastern University
- *Math Matters: A New Vision for Florida / Project IMPROVE (Increasing Mathematics Performance Results via Online Virtual Education)*
 - ERAU portion: \$115,870
 - Funding sponsor: Florida Department of Education
 - Partners: Broward County Schools (lead), Nova Southeastern University, Florida Independent College Fund
- *Biotechnology Training and Education Council (BIOTEC)*
 - ERAU portion: \$37,000 (Phase 1) / \$14,800 (Phase 2)
 - Funding sponsor: Workforce Florida, Inc. (BANNER center)
 - Partners: University of Florida (lead), Florida Community College Jacksonville, Indian River Community College, Santa Fe Community College, International Society of Pharmaceutical Engineers
- *No Teacher Left Behind* (\$13,000)
 - Funding sponsor: Florida Space Grant Consortium

Florida Space Research Institute

- *Aerospace Technician Training Program* (\$1,400,000)
 - Funding sponsor: Workforce Florida, Inc.
- *Cryogenics Engineering Web-Based Training* (\$500,000)
 - Funding Sponsor: NASA
- *Yes Teach! Math & Science* (FSRI Portion: \$268,700)
 - Funding sponsor: Florida Department of Education
 - Partner: Florida Independent College Fund
- *Biotechnician Training Curriculum* (FSRI Portion: \$151,600: Also served as the Program Manager for the full \$1.2 million dollar project)
 - Funding sponsor: Workforce Florida, Inc.
 - Partners: Florida Community College Jacksonville, Santa Fe Community College, Hillsborough Community College, University of Florida, University of South Florida, Florida Atlantic University, BioFlorida
- *Yes Teach!* (FSRI Postion: \$180,000)
 - Funding sponsor: Florida Department of Education
 - Partner: Florida Independent College Fund
- *Hydrogen Familiarization Web-Based Training* (\$75,000)
 - Funding sponsor: Hydrogen Research and Application Center/UCF
- *Aerospace Digital Mentoring Program* (\$35,000)
 - Funding sponsor: Florida Space Grant Consortium

Industry Contracts

- Numerous winning proposals over several years for government and commercial clients totaling several million dollars. Served as proposal pricing sign-off authority.

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CV Details

Books: Novels (Creative Works)

Prodigal Son (2008)

St. Martin's Press (Thomas Dunne Books / St. Martin's Minotaur / Macmillan)

Head Games (2007)

St. Martin's Press (Thomas Dunne Books / St. Martin's Minotaur / Macmillan)

- Florida Book Award Gold Medal
- Best Novel Nomination, Shamus Awards (Private Eye Writers of America)
- Library Review Starred Review

Murderland (2005)

Hilliard & Harris Publishers (original) / Writer's House (current)

Articles and Book Chapters: Peer Reviewed

19. (*Accepted*) **Cavanagh, Thomas B.** and Kelvin Thompson. "Online Education in the U.S.A." in The SAGE Handbook of Higher Education. Eds. Safary Wa-Mbaleka, Leni Casamiro, Kelvin Thompson. Thousand Oaks, CA: SAGE Publishing.
18. (*Accepted*) Cavanagh, Thomas B. "Leadership Lessons from the Pandemic." in From Grassroots to the Highly Orchestrated: Online Leaders Share Their Stories of the Evolving Online Landscape in Higher Ed. Eds. Bettyjo Bouchey, Erin Gatz, & Shelley Kurland. Online Learning Consortium.
17. Cavanagh, Thomas B. "From Pivot to Pirouette: An Administrative Perspective on the 2020 Migration to Remote Instruction." The Journal of Faculty Development. (September 2020): 34(3), 39-42.
16. Ragan, Lawrence, **Thomas B. Cavanagh**, and Kelvin Thompson. "Supporting Faculty Success in Online Learning." in Leading the e-Learning Transformation of Higher Education, Second Edition. Ed. Gary E. Miller. Sterling, VA: Stylus Publishing (2020): 116-137.
15. **Cavanagh, Thomas B.**, Rachid Ait Maalem Lahcen, Baiyun Chen, and James Paradiso. "Constructing a Design Framework and Pedagogical Approach for Adaptive Learning in Higher Education: A Practitioner's Perspective." The International Review of Research in Open and Distributed Learning. (2020): 21(1), 172-196. <https://doi.org/10.19173/irrodl.v21i1.4557>
14. Thompson, Kelvin, Rohan Jowallah, **Thomas B. Cavanagh**. "Solve the Big Problems: Leading Through Strategic Innovation in Blended Teaching & Learning". Technology Leadership for Innovation in Higher Education. Eds. Yufeng Qian & Guiyou Huang. Hershey, PA: IGI Global Publishing (2019): 26-48.
13. **Cavanagh, Thomas B.** and Luke Dowden. "Effectively Leading Innovation." The Business of Innovating Online: Practical Tips and Advice from Industry Leaders. Ed. Kathryn E. Linder. Sterling, VA: Stylus Publishing. (2019): 69-78.
12. **Cavanagh, Thomas B.** and Kelvin Thompson. "Keeping FIRSST Things First: The Delicate Dance of Leading Online Innovation at Your Institution." What the e-Learning Leader Needs to Know: Leading and Managing e-Learning. Eds. Anthony Pina, Victoria Walker, Bruce Harris. New York, NY. Springer Publishing Company (2017).
11. **Cavanagh, Thomas B.**, Kelvin Thompson, Linda Futch. "Supporting Institutional Hybrid Implementations." New Directions for Teaching and Learning: Hybrid Teaching and Learning. Ed. Kathryn Linder. San Francisco, CA: Jossey-Bass/Wiley. Vol. 149 (2017): 111-119

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10. Cavanagh, Thomas B. "The LMS Selection Process: Considerations and Practices." Research bulletin. Louisville, CO: ECAR, July 8, 2014. Available from <http://www.educause.edu/ecar>.
9. Cavanagh, Thomas B. "Knowing What to Do and Doing What You Know: Situated Technological Literacy in Hybrid Space" Journal of Information Fluency. 3.1 (2014): 22-36.
8. Moskal, Patsy and **Thomas B. Cavanagh**. "Scaling Blended Learning Beyond the University" Blended Learning: Research Perspectives, Volume 2. Eds. Charles Graham, Charles Dziuban, Anthony Picciano. New York, NY: Routledge (2013): 34-51.
7. Dziuban, Chuck, Patsy Moskal, **Thomas B. Cavanagh**, Andre Watts. "Analytics That Inform the University." Journal of Asynchronous Learning Networks, 16.3 (2012): 21-38.
6. Cavanagh, Thomas B. "**Leveraging Online University Education to Improve K-12 Science Education: The ScienceMaster Case Study**" Higher Education, Emerging Technologies, and Community Partnerships: Concepts, Models and Applications Eds. Melody Bowdon and Russell G. Carpenter. Hershey, PA: IGI Global Publishing (2011): 221-233. <<http://www.igi-global.com/bookstore/chapter.aspx?titleid=54312>>
5. Dziuban, Chuck, Joel Hartman, **Thomas B. Cavanagh**, Patsy Moskal. "Blended Courses as Drivers of Institutional Transformation." Ed. A. Kitchenham. Blended Learning Across Disciplines: Models for Implementation, Hershey, PA: IGI Global (2011): 17-37.
<<http://www.igi-global.com/bookstore/chapter.aspx?titleid=52540>>
4. Cavanagh, Thomas B. "Prosthetic Gods: The Posthuman Threat of Self-Service Technology" Misuse and Abuse of Interactive Technologies, Special Issue of Interaction Studies: Social Behaviour and Communication in Biological and Artificial Systems 9.3 (2008): 458-480.
< http://www.benjamins.com/cgi-bin/t_bookview.cgi?bookid=IS%209%3A3>
3. Cavanagh, Thomas B. "The Work of Art in the Age of Mechanical Production" International Journal of Technology and Human Interaction 4.3 (July-Sept. 2008): 27-42.
<<http://www.igi-pub.com/articles/details.asp?ID=8210>>
2. Cavanagh, Thomas B. "Bridging the Academic Divide: A Collaborative Production Model for Learning Objects in Workforce Development" in Learning Objects for Instruction: Design and Evaluation. Ed. Pamela Northrup. Hershey, PA: Idea Group Publishing (2007): 213-230.
<<http://www.igi-global.com/books/details.asp?id=6845>>
1. **Cavanagh, Thomas B.**, Sabrina Dickinson, and Suzanne Brandt "Cooperation, Performance, and Technology: A Case Study" Journal of Interactive Instruction Development 11.3 (Winter 1999): 19-28.
<<http://www.salt.org/jiitdoc.asp>>

Conference Papers: Peer Reviewed

8. Moskal, Patsy, **Thomas Cavanagh**, Morgan Wang, and Jianbin Zhu. "Precision-based predictive analytics." Companion proceedings of 10th international conference on learning analytics & knowledge (LAK20), Frankfurt, GA (and hybrid virtual during COVID-19 pandemic) (2020).
7. Cavanagh, Thomas. "Developing a New Instrument to Determine Prior Online Teaching Competence." Proceedings of the 26th Annual Conference on Distance Teaching and Learning. Madison, WI (2010).
6. Barger, Marilyn, **Thomas Cavanagh**, Linda Austin, Richard Gilbert, Linda Nichols, and Ed Goolsby. "The Florida Biotechnology Curriculum Consortium." Proceedings of the American Society of Engineering Education Annual Conference & Exposition, Portland, OR (2005).
5. Cavanagh, Thomas B. "Eliminating Traditional Training: The New Era of Human Performance Technology." Proceedings of the Interservice/Industry, Training, Simulation and Education Conference (I/ITSEC), Orlando, FL (2004).

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4. Tanner, Scott A., Ronald W. Tarr, and **Thomas Cavanagh** “SCOs Revisited: Proposing New Categories of Sharable Content Objects to Enhance the Reuse and Sharing of Content Among The Training Community” Proceedings of the Interservice/Industry, Training, Simulation and Education Conference (I/ITSEC), Orlando, FL, (2003)
3. **Cavanagh, Thomas B.** and David Metcalf. “An Advanced Learning Environment for the Aerospace Industry.” Proceedings of the Interservice/Industry, Training, Simulation and Education Conference (I/ITSEC), Orlando, FL (2002).
2. Cavanagh, Thomas B. “Propulsion Education Within the Florida Space Research Institute’s Advanced Learning Environment.” Proceedings of the American Institute of Aeronautics and Astronautics (AIAA) Joint Propulsion Conference, Indianapolis, IN (2002)
1. **Cavanagh, Thomas B.**, Sabrina Dickinson, and Suzanne Brandt “Cooperation, Performance, and Technology: A Case Study.” Proceedings of the Interservice/Industry, Training, Simulation and Education Conference (I/ITSEC), Orlando, FL (1998)

Scholarly Articles and Book Chapters: Editorial Review

15. Cavanagh, Thomas B. “Blend, Don’t Break: The UCF BlendFlex Model.” UCF Faculty Focus. (Fall 2020).
14. Cavanagh, Thomas B. “From Conscript to Volunteer: Moving Faculty Online Beyond COVID-19.” Times Higher Education. <https://www.timeshighereducation.com/features/practical-guide-digital-teaching-and-learning> (August 20, 2020).
13. Cavanagh, Thomas B. “The Importance of Intentional Online Program Design.” The EvoLLLution. https://evollution.com/programming/program_planning/the-importance-of-intentional-online-program-design/ (July 27, 2020).
12. Cavanagh, Thomas B. “Online Learning: The New Strategic Imperative.” The EvoLLLution. http://evollution.com/revenue-streams/distance_online_learning/online-learning-the-new-strategic-imperative/ (January 20, 2017).
11. Bastedo, Kathleen and **Thomas B. Cavanagh**. “Personalized Learning as a Team Sport: What IT Leaders Need to Know.” EDUCAUSE Review. <http://er.educause.edu/articles/2016/4/personalized-learning-as-a-team-sport-what-it-professionals-need-to-know> (April 19, 2016).
10. Cavanagh, Thomas B. “How to Differentiate in the Competitive Online Learning Environment.” The EvoLLLution (written interview). <<https://evollution.com/opinions/differentiate-competitive-online-learning-environment/>> (February 20, 2015).
9. Cavanagh, Thomas B. “The Postmodality Era: How ‘Online Learning’ is Becoming ‘Learning’.” in The Game Changers: Education and Information Technology. Ed. Diana Oblinger. EDUCAUSE (2012): 215-228.
 - Reprinted in the ECEDEHA Source (Electrical and Computer Engineering Department Heads Association): Spring 2013
 - Reprinted in Science, technology, and society: a microcosm of technological trends. Custom Book for SUNY Stony Brook. Pearson Learning Solutions, Boston, MA (2013).
8. Cavanagh, Thomas B. “The Blended Learning Toolkit: Improving Student Performance and Retention.” EDUCAUSE Quarterly, (December 2011) 34(4), <<http://www.educause.edu/EDUCAUSE+Quarterly/EDUCAUSEQuarterlyMagazineVolum/TheBlendedLearningToolkitImpro/242790>>.
7. Cavanagh, Thomas B. “Keep the Pages Turning.” in Now Write! Mysteries: Suspense, Crime and Thriller Fiction Exercises From Today’s Best Writers and Teachers. Eds. Sherry Ellis and Laurie Lamson. New York: Tarcher/Penguin. (December, 2011) < <http://nowwrite.net/mysteries/>>

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6. Cavanagh, Thomas B. "Participant Portrait: The Realtime Forum Fan" in Writing and the Digital Generation: Essays on New Media Rhetoric. Ed. Heather Urbanski. Jefferson, NC: McFarland (2010): 86-89. <<http://www.mcfarlandpub.com/book-2.php?id=978-0-7864-3720-7>>.
5. Cavanagh, Thomas B. "Ode to Balloon Help" UPA Voice. (Usability Professionals Association) (August 2004) <http://www.upassoc.org/upa_publications/upa_voice/volumes/2004/August/balloon_help.html>.
4. Cavanagh, Thomas B. "The New Spectrum of Support: Reclassifying Human Performance Technology." Performance Improvement Journal. 43.4 (April 2004): 28-32. <<http://www3.interscience.wiley.com/journal/114114706/issue>>.
3. **Cavanagh, Thomas B.** and Tom Baird. "Online Professional Development for Educators" FETConnections. (Florida Educational Technology Corporation) (Winter 2004): 9-10.
2. **Cavanagh, Thomas B.** and David Metcalf. "Future ALE Programs" Learning Circuits. (American Society for Training and Development) (February 2004) <<http://www.learningcircuits.org/2004/feb2004/ALE2.htm>>.
1. **Cavanagh, Thomas B.** and David Metcalf. "Advanced Learning Environment for the Aerospace Industry" Learning Circuits. (American Society for Training and Development) (February 2004) <<http://www.learningcircuits.org/2004/feb2004/metcalf.htm>>.

Articles: Professional / Practitioner / Editor-Reviewed

- Cavanagh, Thomas B. "A Plurality for Productivity." WCET Guest Blog contribution as part of The Need for Greater Productivity through Online Learning, Further Thoughts. (January 28, 2014) <<http://wcetblog.wordpress.com/2014/01/28/the-need-for-greater-productivity-through-online-learning-further-thoughts/>>
- Cavanagh, Thomas B.** and Chuck Dziuban. "MOOC Fatigue or How We Learned to Stop Worrying and Embrace the MOOC" Guest Blog for the Sloan Consortium E-learning Landscape (September 4, 2013) <<http://blog.sloanconsortium.org/2013/09/04/mooc-fatigue-or-how-we-learned-to-stop-worrying-and-embrace-the-mooc/>>
- Cavanagh, Thomas B. UCF Today Forum. Invited column contributor. Reprinted in the Huffington Post and numerous other outlets. (2013-2014).
- "Email is for Old People—LOL" (August 28, 2013)
 - "Unfortunately, 'A Little Birdie Told Me...' Seems to be Trend of Online 'Journalists'" (October 30, 2013)
 - "Even if not Flashy, Any Work That Benefits Humanity has Value" (January 1, 2014)
 - "Is Today's Young Music Too Obscene (Or has my Perspective Changed)?" (March 5, 2014)
 - "Orlando, We're No More Weird Than Anywhere Else" (May 7, 2014)
 - "The Echo Chamber is Getting Louder" (July 9, 2014)
- Cavanagh, Thomas B. "Rodents, Roller Coasters, and Revenge" Mystery Readers Journal. (Winter 2012-2013): 12-13.
- Cavanagh, Thomas B. "Analytics that Inform the University." EDUCAUSE Guest Blog post. (April 4, 2012) <<http://www.educause.edu/blog/mdiaz/AnalyticsthatInformtheUniversi/249634>>
- Cavanagh, Thomas B. "What is the future of online education in the aviation industry?" LIFT Embry-Riddle Aeronautical University Alumni Magazine topic Roundtable. (Fall 2007): 5
- Cavanagh, Thomas B. "Murder at 30,000 Feet" Futures Mysterious Anthology Magazine. (Oct/Nov/Dec 2003) – Fiction short story.

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Conference Presentations (*peer-review used for program selection):

- Best of Both Worlds: Instructional Use of Video.* 1EdTech Learning Impact Conference. Panel participant with Kelly Hoyland and Renee Pfeiffer-Luckett. Nashville, TN. (June 14, 2022).
- Lessons Learned from an LMS Advising Dashboard Pilot.* 1EdTech Learning Impact Conference. Co-authors: Patsy Moskal and Kerlene King. Nashville, TN. (June 14, 2022).
- The Central Role of PCE in Driving Institutional Online Strategies.* UPCEA Annual Meeting. Panel moderator. Orlando, FL. (April 13, 2022).
- From Reactive to Strategic: Planning for a Blended Future.* Online Webinar Panel from the Online Learning Consortium. Panel Participant with Tanya Joosten. Virtual (April 21, 2022).
- *Closing the Opportunity Gap: Working Adult Learners.* SXSW EDU. Panel Participant with Geoff Watson, Geleana Alston, and Craig Wilson. Austin, TX (March 7, 2022).
- *Repairing Our Reputation Post-Covid.* IMS Global Learning Impact conference. Panel moderator with Shawna Dark and Yakut Gazi. Virtual (Oct. 4, 2021).
- *Repairing Our Reputation Post-Covid: A Conversation.* OLC Accelerate conference. Panel moderator with Jennifer Mathes, Ray Schroeder, Van Davis, and Bethany Simunich. Virtual (Sept. 21, 2021).
- Digital Learning and the Transformation of the Academic Enterprise.* Keynote presentation for the University of Louisiana Board of Regents eLearning Speaker Series. Virtual. (April 14, 2021).
- When Strategy and Reality Collide.* University and Professional Continuing Education Association (UPCEA) Annual Conference. Panel Participant with Susan Elkins and Beth Rubin. Moderated by Kim Siegenthaler. Virtual (April 7, 2021).
- Education in the Digital Age.* U.S. Department of State International Visitor Leadership Program in partnership with World Orlando. Featured presentation to two dozen international education leaders. Virtual (March 19, 2021).
- Academics and Technology: Blurring the Lines.* IMS Global Quarterly Meeting. Panel participant, along with Shawna Dark, George Railey, Jr., Vernon Smith. Virtual (February 4, 2021).
- *Leadership Reflections on the Pandemic Pivot.* UPCEA SOLA+R conference. Panel moderator. Panelists: Mary Niemiec, Jill Buban, Tonya Amankwatia, Adam Fein. Virtual. (February 2, 2021).
- *Leading the ELearning Transformation of Higher Education: Leadership Strategies for the Next Generation – A Roundtable Discussion with the Authors.* Online Learning Consortium Accelerate 2020. Panel participant. Virtual. (November 17, 2020).
- *Leadership Lessons from the Pandemic.* Online Learning Consortium Leadership Event – Accelerate 2020. Plenary presentation. Virtual. (November 12, 2020).
- *Digital Transformation Starts Here.* EDUCAUSE Annual Conference. Panel participant. Virtual. (October 29, 2020).
- HyFlex and Remote Delivery Options for Fall.* WCET national webcast. Panel participant. (September 1, 2020).
- The BlendFlex Model: How Does That Work?* REMOTE: the Connected Faculty Summit. Virtual event hosted by Arizona State University. Session had over 2,300 attendees. (July 13, 2020).

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Presentations impacted/deferred by COVID-19 Pandemic:

- Accepted poster presentation for Learning Analytics LAK20 Conference: Frankfurt, Germany (March 2020)*
- Invited plenary panelist and presenter for annual Louisiana State University online learning summit: Baton Rouge, LA (April 2020)
- Invited keynote speaker for annual University of Louisiana system online learning summit: Baton Rouge, LA (April 2020)
- Invited “TED Talk” speaker at the IMS Global Learning Impact Leadership Institute: Denver, CO (May 2020)

Digital Learning, Faculty Development, and Academic Transformation. 4th Annual Topkit Annual Workshop. Keynote address. Orlando, FL. (March 4, 2020).

Online Leadership Roundtable Convening: Innovation in Higher Education. UPCEA SOLA+R Conference. Co-facilitator of half-day pre-conference workshop. New Orleans, LA. (February 4, 2020).

**The Good, the Bad, and the Ugly: Is an External Partnership Right for Your Institution?* Online Learning Consortium Accelerate Conference. Panel participant. Orlando, FL (November 21, 2019).

**Effectively Leading Innovation: Advice from Experienced Industry Leaders*. Online Learning Consortium Accelerate Conference. Panel participant. Orlando, FL (November 21, 2019).

**Building Adaptive Coursework at Scale: Fostering Student Success through an Open Faculty Development Framework*. Online Learning Consortium Accelerate Conference. Panel participant. Orlando, FL (November 20, 2019).

Measuring Impact in Online Learning. Online Learning Consortium Accelerate Conference Leadership Summit. Co-presented with Patsy Moskal. Orlando, FL (November 20, 2019).

Effectively Leading Innovation: Advice from Experienced Industry Leaders. WCET Annual Meeting. Panel participant. Denver, CO (November 6, 2019).

What are Faculty Needs During and After Major Campus Disruptions? Panel moderator with faculty representatives from UF, FSU, and UCF. State University System of Florida Academic Continuity and Campus Resiliency Summit. Gainesville, FL. (July 12, 2019).

Digital Learning and the Transformation of the Academic Enterprise: Breaking the Iron Triangle. Invited opening keynote for the 17th Annual University of Colorado CU Online Symposium. Denver, CO. (May 16, 2019).

Digital Learning as a Lever for Transformation. RTM CIO Congress. San Diego, CA. (April 7, 2019).

Florida Online Leadership Panel. Florida Online Innovation Summit. Panel Moderator. Orlando, FL. (March 7, 2019).

Digital Learning That Enables Academic Innovation. The Teaching Online Preparation Toolkit (TOPkit) Annual Workshop. Plenary Keynote. Orlando, FL (March 5, 2017).

**Pulling the Plug on Lecture Capture: Combining Blended, Adaptive, and Active Learning for Student Success*. Online Learning Consortium Accelerate Conference. Orlando, FL. (November 15, 2018).

**TOPcast Live recording and discussion*. Online Learning Consortium Accelerate Conference. Co-presenter: Kelvin Thompson. Orlando, FL. (November 14, 2018).

**Adapting to Scale: A Multifaceted Partnership Model*. Online Learning Consortium Accelerate Conference. Panel participant. Orlando, FL. (November 14, 2018).

**Digital Learning Initiative: Partnering with Faculty to Redesign 100 Courses in 3 Years*. Online Learning Consortium Accelerate Conference. Orlando, FL. (November 14, 2018).

**Blowing Up Lecture Capture: Combining Blended, Adaptive, and Active Learning*. Poster session. EDUCAUSE Annual Conference. Denver, CO. (October 31, 2018).

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- Stump the Higher Ed Expert.* WCET Annual Meeting. Panel presentation. Invited plenary panel. Portland, OR. (October 25, 2018).
- Digital Learning That Enables Academic Innovation.* University Leadership Summit. Invited plenary presentation. Palm Beach, FL. (October 12, 2018).
- Moving Towards a Campus Climate of Universal Access for All.* WCET Leadership Summit: Ensuring Ethical and Equitable Access in Digital Learning. Panel moderator. Long Beach, CA (June 5, 2018).
- Is That a Check Engine Light? The UCF Student Performance Dashboard.* National Student Success Conference: Innovators and Innovations. Tampa, FL (February 22, 2018).
- Digital Standards as Agents for Academic Transformation.* EDUCAUSE Learning Initiative Leading Academic Transformation (LAT) Community Meeting. Co-presenter: Jenn Stringer. Online webinar. (January 23, 2018).
- **Launching a New Virtual Campus When One Already Exists: Strategy, Marketing, and Scale.* Online Learning Consortium Accelerate Conference 2017. Co-presenter: Courtney Borton. Orlando, FL (November 15, 2017).
- **Implementing Adaptive Learning: Multiple Perspectives from Practitioners, Leadership and Researchers.* Online Learning Consortium Accelerate Conference 2017. Panel participant. Orlando, FL (November 15, 2017). Best-in-strand selection.
- **Can IT Rise to the Challenge of Enabling a Higher Standard of Digital Learning?* EDUCAUSE Annual Conference. Panel participant. Philadelphia, PA (November 3, 2017).
- **Leading Transformation in the Academy: the FIRRSST Framework in Practice.* EDUCAUSE Annual Conference. Co-presenter: Kelvin Thompson. Philadelphia, PA (November 2, 2017).
- **Not All Digital Curriculum is Created Equal: Can You Tell the Difference?* Campus Technology Annual Conference. Panel participant. Chicago, IL (July 18, 2017).
- **Not All Digital Curriculum is Created Equal: Can You Tell the Difference?* IMS Global Learning Impact Leadership Institute. Panel participant. Denver, CO (May 18, 2017).
- **Unbinding Prometheus: Easing Repetitive LTI App Vetting Through Collaboration.* IMS Global Learning Impact Leadership Institute. Panel participant. Denver, CO (May 18, 2017).
- **Keeping On Course: The UCF Online Student Performance Dashboard.* IMS Global Learning Impact Leadership Institute. Denver, CO (May 17, 2017).
- **Innovation and Integration: LTIs for Platform Customization.* Unizin Innovation Summit. Denver, CO (Apr 20, 2017).
- **Staying On Track: The UCF Online Student Performance Dashboard.* Online Learning Consortium Innovate Conference 2017. Research Highlights Mini Session. New Orleans, LA. (April 6, 2017).
- **The FIRRSST Framework for Leading Innovations with Vision, Relevance, and Impact.* Online Learning Consortium Innovate Conference 2017. Co-presenter: Kelvin Thompson. New Orleans, LA. (April 5, 2017).
- **Communities of Practice at Work: Collaborating Across Institutions.* Educause Learning Initiative Annual Conference. Panel participant. Houston, TX (February 15, 2017).
- **Making Course Status Visible: The UCF Student Performance Dashboard.* Educause Learning Initiative Annual Conference. Presentation Pair on Analytics. Houston, TX (February 14, 2017).
- **Leading Academic Transformation Community Roundtable with Satya Nitta.* Educause Learning Initiative Annual Conference. Co-facilitator with Kyle Johnson of a conversation with keynote speaker. Houston, TX (February 13, 2017).

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- *Podcasters Panel: "Long Tail" Professional Development for Online Education Professionals. Online Learning Consortium Accelerate International Conference. Panel participant. Orlando, FL (November 18, 2016).*
- *So...How am I Doing? The UCF Online Student Performance Dashboard. Online Learning Consortium Accelerate International Conference. Co-presenter: Shea Silverman. Orlando, FL (November 18, 2016).*
- Analytics and Adaptive Learning. IMS Analytics Summit. Panel participant. Scottsdale, AZ. (November 8, 2016).*
- *Bringing Adaptive Technology in the Classroom to Larger Scale Through Academic Collaboration. Panel participant. EDUCAUSE Annual Conference. Anaheim, CA (October 27, 2016).*
- *Leading in Online Learning: Insider Tips on Sustaining Success. WCET Annual Meeting. Minneapolis, MN (October 13, 2016).*
- *Adaptive Learning in Higher Education: A Progress Report. WCET Annual Meeting. Minneapolis, MN (October 13, 2016).*
- *Levers, Dials, and Switches: The UCF Online Student Performance Dashboard. WCET Annual Meeting. Minneapolis, MN (October 12, 2016).*
- Institutional Panel on Adaptive Learning. NUTN Network 2016. Panel moderator with Connie Johnson, Patsy Moskal, Nick White. Clearwater, FL (September 29, 2016).*
- Adaptive Learning Research at UCF Powered by Realizeit: Tech Talk. NUTN Network 2016. Clearwater, FL (September 28, 2016).*
- New Models for Higher Education. Plenary presentation at the FNESP National Higher Education Forum sponsored by the Sindicato das Mantenedoras de Ensino Superior (SEMESP). Sao Paulo, Brazil (September 22, 2016).*
- Describing the Elephant: Personalizing the Student Experience. Pennsylvania State System of Higher Education Distance Education Conference. Virtual/Webinar (February 19, 2016).*
- *The Elephant and the Student: Personalizing Higher Education. WCET Annual Conference. Denver, CO (November 12, 2015).*
- *Adaptive Learning: What is it? Who does it work for? How do I get started? Panel moderator. WCET Annual Conference. Denver, CO (November 12, 2015).*
- *Hallmarks of Excellence in Online Education. EDUCAUSE Annual Conference. Panelist with Ray Schroeder and Vickie Cook. Moderated by Malcolm Brown. Indianapolis, IN (October 27-30, 2015).*
- *The Challenges of Adaptive Content: The Perspective of Two Universities. EDUCAUSE Annual Conference. Co-presenters: Frank Claffey, David Demers, Amanda Buckley. Indianapolis, IN (October 27-30, 2015).*
- *OLC Real World Implementations of Adaptive Learning. 21st Annual Online Learning Consortium International Conference. Co-presenter: Nick White. Orlando, FL. (October 16, 2015).*
- *Shaping the Future of Online Learning: Issues and Emerging Technologies to Watch. 21st Annual Online Learning Consortium International Conference. Orlando, FL. Plenary Panel with Marie Cini, Gerard Hanley, Tanya Joosten, and moderated by Patsy Moskal. Orlando, FL. (October 16, 2015).*
- *TOPcast Live! 21st Annual Online Learning Consortium International Conference. Co-presenter: Kelvin Thompson. Orlando, FL. (October 15, 2015).*
- *Describing the Elephant: Personalizing the Student Experience. 21st Annual Online Learning Consortium International Conference. Orlando, FL. (October 15, 2015).*

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- *Adaptive Learning: Leveraging New Technologies Strategically.* Pre-conference Workshop Co-presenters: Karen Vignare, Nick White. 21st Annual Online Learning Consortium International Conference. Orlando, FL. (October 14, 2015).
- Making Learning Personal: Technology at the Service of Today's Student.* Florida Association of Educational Data Systems (FAEDS) annual conference. Daytona Beach, FL. (September 21, 2015)
- Elephants, Technology, and You: Making Learning Personal.* EDUCAUSE Learning Initiative (ELI) national webinar. (July 6, 2015).
- Money Matters: Using Canvas for Federal Financial Aid.* InstructureCon 2015. Co-presenter: Brent Shaw. Park City, UT (June 17, 2015).
- Making Learning Personal: Elephants, Technology, and You.* EduTech 2015 Conference. Invited opening keynote. Pasco-Hernando State College. New Port Richey, FL (May 7, 2015)
- Personalizing the Student Experience Journey for the Next Generation of Online Learners.* New Directions in Online Learning. Invited plenary presentation. Philadelphia, PA. (April 14-15, 2015).
- Issues and Trends in Edtech 2015.* WCET national webinar. Invited panelist along with Mike Abbiatti, Tanya Joosten, and Jeff Borden. (January 8, 2015).
- *The BlendKit MOOC: A Partnership Case Study.* WCET Annual Meeting. Portland, OR (November 20, 2014).
- *Adaptive Learning: Learning Theory and Real Applications.* 20th Annual Online Learning Consortium International Conference. Panel participant. Orlando, FL (October 30, 2014).
- *Breaking the LMS Barrier: Using LTI to Extend Platform Capabilities.* 20th Annual Online Learning Consortium International Conference. Orlando, FL (October 30, 2014).
- *The Making of a MOOC: The 2014 BlendKit Case Study.* 20th Annual Online Learning Consortium International Conference. Panel Moderator. Orlando, FL (October 29, 2014).
- *Leveraging LTI Integrations for Fun and Learning.* EDUCAUSE Annual Meeting 2014. Co-presenter: Shea Silverman. Orlando, FL (September 30, 2014).
- Blended Learning Strikes Back: The Return of the BlendKit MOOC.* Fostering Student Success—American Association of State Colleges and Universities (AASCU) Academic Affairs Summer Meeting. Ft. Lauderdale, FL (Aug 1, 2014).
- My Canvas is Better Than Your Canvas: Leveraging LTI for Strategic Customization.* InstructureCon 2014. Co-presenter: Shea Silverman. Park City, UT (June 18, 2014).
- *How to Survive a Breakup With Your LMS* UB Tech Conference. Invited panelist for featured session. Co-presenter: Justin Kraky. Las Vegas, NV (June 16, 2014).
- Assessing an Instructor's Prior Online Experience.* ELI Spring Focus Session. Faculty Engagement and Development: Effective and Innovative Practice. National Online Webinar. (April 1, 2014).
- *Online Library Tools in the LMS: It's All About Context.* Information Fluency Conference. Co-presenters: Shea Silverman and Athena Hoepfner. Orlando, FL (February 26, 2014).
- *Pulling Off the Band-Aid Quickly: An LMS Case Study.* EDUCAUSE Learning Initiative Annual Conference. Virtual Conference Track. New Orleans, LA. (February 4, 2014).
- *There's No Place Like Home: Enhancing Educational Access by Discovering and Leveraging Existing Online Learning Data* Nineteenth Sloan-C International Conference on Online Learning "Online Learning: A Universe of Opportunities." Orlando, FL (November 21, 2013).

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- **An Initial Foray Into the MOOC-isphere: The Good, Bad and Ugly* Nineteenth Sloan-C International Conference on Online Learning “Online Learning: A Universe of Opportunities.” Panel moderator. Orlando, FL (Nov 20, 2013).
- Blended Programs: Choice and Access*. Innovator Spotlight Virtual Conference. League for Innovation in the Community College. (September 25, 2013).
- **Scaling Blended Learning Evaluation Beyond the University* 10th Annual Sloan-C Blended Learning Conference & Workshop. Presented on-site by co-author Patsy Moskal. (July 9, 2013).
- Knights Online: Navigating the New Digital Learning Environment*. UCF Faculty Center for Teaching and Learning Summer Conference. Co-presenters: Beth Nettles and Linda Futch. Orlando, FL (May 7, 2013).
- **Trends in Distance Education*. Invited keynote at ECEDHA Annual Conference Pre-Conference Workshop. Electrical and Computer Engineering Department Heads Association. Orlando, FL (March 22, 2013).
- **Enabling Technologies*. Invited panel participant. ECEDHA Annual Conference Pre-Conference Workshop. Electrical and Computer Engineering Department Heads Association. Orlando, FL (March 22, 2013).
- **Knights Online: Navigating the New Digital Learning Environment*. 2nd Annual Information Fluency Conference. Orlando, FL (March 13, 2013).
- A Practical Approach to Blended Learning: Definitions, Concepts, and Resources*. Magna Publishing, nationally broadcast webinar. (March 12, 2013).
- **Issues and Challenges in Online and Distance Learning*. Invited Plenary Talk at the 2013 American Association of Colleges of Nursing Master’s of Education Conference. Orlando, FL (February 21, 2013)
- **The Postmodality Era: How “Online Learning” is Becoming “Learning”*. EDUCAUSE Learning Initiative Annual Conference. Denver, CO (February 4, 2013).
- **The Postmodality World: Distance Learning Without the Distance*. SACSCOC Annual Conference. Dallas, TX (December 8-11, 2012).
- **Supporting Course Transformation at Scale*. EDUCAUSE Annual Conference. Panel participant. Denver, CO (November 7, 2012).
- UCF Stands for Opportunity*. China Annual Conference and Expo for International Education. Beijing, China (October 21, 2012).
- Blended Learning: The Best of Both Worlds*. Invited presentation at the Symposium on International Student Mobility. Sponsored by the China Educational Association for International Exchange. Beijing, China (October 20, 2012).
- **And the Winner Is... A Behind-the-Scenes View of the Making of a New Online Teaching Award*. Eighteenth Sloan-C International Conference on Online Learning “At A Crossroads: Online Education in a Complex World.” Co-presenters: Alisha Janowsky and Amanda Groff. Orlando, FL (October 11, 2012).
- **"Localness" in a Postmodality Landscape: Understanding Today's Educational Access*. Poster Session at the Eighteenth Sloan-C International Conference on Online Learning “At A Crossroads: Online Education in a Complex World” Orlando, FL (October 11, 2012).
- **How to choose an LMS in 90 Days*. Eighteenth Sloan-C International Conference on Online Learning “At A Crossroads: Online Education in a Complex World.” Panel participant. Moderator: Wendy Howard. Orlando, FL (October 10, 2012).
- Scaling Blended Learning*. Innovator Spotlight Virtual Conference. League for Innovation in the Community College. (September 19, 2012).

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- The Perfect Blend: Scaling Blended Learning to Impact Low Income Learners Nationwide.* Blackboard World 2012. New Orleans, LA (July 12, 2012).
- **Tipping the Scales: Extending Blended Learning Across 20 Institutions.* Sloan-C Blended Learning Conference: Perfecting the Blend. Milwaukee, WI. (April 24, 2012). *Best in track award*
- **Private Investment, Technology, and American Education.* Invited panelist for opening conference plenary session at the Sloan-C Blended Learning Conference: Perfecting the Blend. Milwaukee, WI. (April 24, 2012).
- The UCF/AASCU NGLC Project: Blended Learning at Scale.* iNACOL (International Association for K-12 Online Learning) Leadership Webinar Series (April 11, 2012).
- Analytics That Inform the University.* ELI Spring Focus Session Webinar. Co-presenter: Chuck Dziuban. (April 11, 2012).
- Reinventing Award-Winning Faculty Development for Next Generation Blended Learning,* Pennsylvania State System of Higher Education Distance Education Conference. Co-presenter: Linda Futch. Virtual/Webinar (February 24, 2012).
- **Evaluating Next Generation Learning Challenges: Blended Learning in a Scaled-Up Environment,* EDUCAUSE Learning Initiative (ELI) Conference. Co-presenters: Patsy Moskal and Chuck Dziuban. Austin, TX (February 14, 2012).
- Another Cup of the House Blend: Hybrid Learning Strategies and Methods.* Invited presentation at the American Association of State Colleges and Universities (AASCU) Academic Affairs Meeting: Tools and Strategies for Institutional Transformation. San Antonio, TX (February 11, 2012).
- **How to Proceed With Confidence: An Online Early Warning System for Distance Learning Compliance,* SACSCOC Annual Conference, co-presenter: Andre Watts. Orlando, FL (December 5, 2011).
- **Sloan-C Effective Practice Award Winners,* Invited panelist for a featured session at the Seventeenth Sloan-C International Conference on Online Learning, "Online Learning, Teaching, and Research in the New Media Ecology," Panelist. Orlando, FL (November 11, 2011).
- **The Next Generation Learning Challenge and Online Learning: A Report on Selected Projects,* Invited panelist for a featured session at the Seventeenth Sloan-C International Conference on Online Learning, "Online Learning, Teaching, and Research in the New Media Ecology," Panelist. Orlando, FL (November 9, 2011).
- **Tales from the Winner's Circle: Award-winning Online Faculty Discuss the Secrets of Their Success,* Seventeenth Sloan-C International Conference on Online Learning, "Online Learning, Teaching, and Research in the New Media Ecology," Panel moderator. Orlando, FL (November 9, 2011).
- Adjusting Your Alignment: Connecting the Distance Learning Initiative to the Institutional Mission,* Invited keynote for the 2011 Distance Learning Conference at Columbus State University (GA) (September 30, 2011).
<http://online.columbusstate.edu/dlconference/keynote.php>
- **Social Media in Education,* invited panelist during luncheon program at the 2011 Florida Distance Learning Association Conference. Orlando, FL (September 24, 2011).
- **Mix, Whip, and Puree: Blended Learning Definitions, Trends, and Implications,* Spotlight session at the 2011 Florida Distance Learning Association Conference. Orlando, FL (September 23, 2011).
- Assessing Prior Online Teaching Experience & Competency,* Magna Publishing nationally broadcast webinar. Madison, WI (September 14, 2011).
- The House Blend: Hybrid Learning Strategies and Methods.* Invited presentation at the American Association of State Colleges and Universities (AASCU) Academic Affairs Meeting: Course Re-Design: The Key to Institutional Transformation. Portland, OR (July 28-30, 2011).

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Blended Learning at the University of Central Florida, international webinar as part of the Next Generation Learning Challenges (NGLC) Summer Learning Series (July 12, 2011).

Next Generation Learning Challenges: Expanding Blended Learning Through Tools and Campus Programs, The Leadership Summit 2011: Designing Learning Environments for the 21st Century. AASCU/EDUCAUSE/UCF, Orlando, FL (June 23, 2011).

**Seeking Evidence of Impact*, EDUCAUSE Southeast Regional Conference 2011. Charlotte, NC (June 2, 2011).

**Reinventing Award-Winning Faculty Development for Next Generation Blended Learning*, 8th Annual Sloan Consortium Blended Learning Conference and Workshop. Co-presenter: Linda Futch. Oak Brook, IL (March 28, 2011).

**Into the Light: Using Data Mining to Reveal Online Programs*, EDUCAUSE Learning Initiative (ELI) Conference. Washington, D.C. (February 14/15, 2011).

**Are You Experienced? Determining Existing Online Teaching Competence in Newly Hired Faculty*, 16th Sloan-C International Conference on Online Learning, “The Power of Online Learning: Stimulating New Opportunities,” Co-presenters: Linda Futch and Nancy Swenson. Orlando, FL (November 4, 2010). *Best in track award*

Blended Learning: Models and Implementation, Invited keynote at the Cerbibo User’s Conference: Change, Quality, Equality, Hangzhou, China (October 27, 2010).

**Developing a new instrument to determine prior online teaching competence*, 26th Annual Conference on Distance Teaching & Learning. Madison, WI (August 4-6, 2010).

**The Question of Authorship in a Digital World*, Computers and Writing 2010: “Virtual Worlds” @ Purdue. Online Conference presentation (May 11, 2010).

**Distant Localness: Aligning Blended Learning With Institutional Strategy*, 7th Annual Sloan Consortium Blended Learning Conference & Workshop. Oakbrook, IL (April 19-20, 2010).

**Scaling Quality for Online Education*, Fifteenth Sloan-C International Conference on Online Learning, “The Power of Online Learning: Opportunities for Tomorrow,” Orlando, FL (October 29, 2009)

Putting the Mystery in Your Mystery, Florida Heritage Book Festival, Flagler College, St. Augustine, FL (September 11, 2009).

Head Games: Finding Your Niche in the Publishing World, Florida Heritage Book Festival, Flagler College, St. Augustine, FL (September 12, 2009).

**An Industry/Academia Collaboration Model for Online Courses*, New Learning Technologies Conference, Society for Applied Learning Technologies (SALT), Orlando, FL (February 18, 2009).

ENGL 221 Technical Report Writing: Exemplary Course Award Poster Session Blackboard World 2008, Las Vegas, NV (July 15, 2008).

**Closing the gap: a collaborative production model for e-learning in workforce development* Thirteenth Sloan-C International Conference on Online Learning, “The Power of Online Learning: Making a Difference,” Orlando, FL (November 8, 2007).

**Readin’, Writin’, and Rockets: Free Online Professional Development in Aerospace Education for Teachers* National Conference on Aviation and Space Education (NCASE), Arlington, VA / Washington, DC. (October 20, 2006).

Online Education and the “Pepperoni Pizza Model” Multiple Pathways to Learning—Adrian Dominican School of Education 9th Annual Education Conference, Barry University, Miami Shores, FL (February 24 & 25, 2006).

Professional Development in Your Pajamas: The Future of Teacher Training Curriculum, Instruction & Assessment (CIA) Leadership Conference, Daytona Beach, FL (Sponsors: Florida Department of Education, Florida

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Association of Instructional Supervisors & Administrators, Florida Association of School Administrators).
(January 16, 2006).

**Joint Project for Space Science Education* Co-presenter: Dennis Stetter. Kappa Delta Pi 45th Biennial Convocation: "Infinite Possibilities in Education," Orlando, FL (November 3, 2005).

Find Your Space Online Co-Presenter: Judy Lee. Florida Association for Media in Education (FAME) Conference, Orlando, FL (October 21, 2005).

Get Connected! Online Professional Development for Florida's Teachers Florida Education Standards Commission Meeting, St. Pete College. St. Petersburg, FL (September 29-30, 2005).

Yes Teach! Science and Math - Your Connection for Online Professional Development Orange County Public Schools 6th Annual Science Preplanning Conference, Orlando, FL (August 3, 2005).

FSEHS (Fischler School of Education and Human Services) - FSRI (Florida Space Research Institute) Collaboration Model Co-presenter: Dennis Stetter. Nova Southeastern University's 2005 Conference on Global Leadership, Learning, and Research, Orlando, FL (July 14 & 15, 2005).

Yes Teach! Math & Science Education Summit: Tools and Resources for Teacher Preparation and Development Eckerd College, St. Petersburg, FL (July 12, 2005).

**What Business Are You In? Facing the Post-Training Era* American Society for Training & Development (ASTD) International Conference & Exposition, Orlando, FL (June 6, 2005).

**Chromosomal Curriculum: Developing Florida's Web-based Biotechnology Curriculum* Co-presenters: Linda Austin and Linda Nichols. 16th International Conference on College Teaching and Learning, Jacksonville, FL (April 2, 2005).

Kiosk Culture: Reconciling the Performance Support Paradox in the New Era of Machines University of Central Florida Graduate Research Forum, Orlando, FL (March 22, 2005).

**Biotech Training: Online Learning and Laboratory Performance* Florida Educational Technology Conference (FETC), Orlando, FL (January 28, 2005).

Biotraining: Improving Today's Workforce for Tomorrow's Industry BioFlorida Meeting: "Building Bridges in BioScience Innovations" (BioFlorida & the South Florida Bioscience Consortium), Nova Southeastern University, Ft. Lauderdale, FL (January 25, 2005).

**Eliminating Traditional Training: The New Era of Human Performance Technology* Interservice/Industry, Training, Simulation and Education Conference (I/ITSEC), Orlando, FL (December 9, 2004).

**The Death of Training? Addressing the Performance Support Paradox* TechLearn 2004, New York, NY (November 15, 2004).

**The New Spectrum of Support: Reclassifying Human Performance Technology* International Society for Performance Improvement (ISPI) Instructional Systems Design Conference, Chicago, IL (September 29, 2004).

**Online Aerospace Education: See the Future Today* 37th Annual National Congress on Aviation and Space Education Conference (NCASE), Atlanta, GA (March 26, 2004).

**Yes Teach! Initiative* Florida Educational Technology Conference (FETC), Orlando, FL (January 24, 2004).

**SCOs Revisited: Proposing New Categories of Sharable Content Objects to Enhance the Reuse and Sharing of Content Among The Training Community* Co-presenters: Scott A. Tanner and Ronald W. Tarr. Interservice/Industry, Training, Simulation and Education Conference (I/ITSEC), Orlando, FL (December 4, 2003).

**eLearning for Education: The Florida Teacher Drought* TechLearn 2003, Orlando, FL (November 5, 2003).

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- **Revitalizing an Industry: The Advanced Learning Environment* Online Learning 2003, Los Angeles, CA (September 24, 2003).
- **The Advanced Learning Environment: Online Technology Education* FACTE—Florida Association for Career & Technical Education Conference, Kissimmee, FL (July 9, 2003).
- **FSRI's Advanced Learning Environment (ALE): A Success Story for Public-Private Partnerships* Co-presenters: David Metcalf and Diane Alcorn. Learning & Training Week 2003, Washington, DC (April 30, 2003).
- **Propulsion Education Within the Florida Space Research Institute's Advanced Learning Environment* American Institute of Aeronautics and Astronautics Joint Propulsion Conference, Indianapolis, IN (July 10, 2002).
- **Emerging Delivery Platforms: Wireless E-Learning for Aerospace* Co-presenter: David S. Metcalf. E-Learning for Aerospace 2002, New Orleans, LA (January 18, 2002).
- **CPT (Cooperation, Technology, Performance) Case Study: Veteran's Benefit Administration Insurance Division* Co-presenters: Sabrina Dickenson and Suzanne Brandt. Interservice/Industry, Training, Simulation and Education Conference (I/ITSEC), Orlando, FL (December 1, 1998).

Other Invited Keynotes, Presentations, or Panel Discussion Participation:

- Presentation to State University System of Florida Board of Governors. University of North Florida, Jacksonville, FL (March 29, 2022)
- Invited panelist in highly selective [Future of Education in Higher Education Collaborative](#), highlighted by a livestream panel moderated by Anya Kamenetz. Sponsored by Instructure and Amazon Web Services. Park City, UT (August 12, 2021).
- Panel convener/moderator: *Open Educational Resources (OER) and its Impact on the Higher Education Landscape*. UPCEA SOLA+R Conference. New Orleans, LA. (February 5, 2020).
- *Bending the Iron Triangle*. Keynote address to participants in the Institute for Emerging Leaders in Online Learning (IELOL), a premier national professional development program from the Online Learning Consortium. Orlando, FL (August 5, 2019).
- Opening keynote for multi-day HBCU convening on digital learning as part of the Frontier Set, funded by the Bill and Melinda Gates Foundation. *Digital Learning and the Transformation of the Academic Enterprise*. Orlando, FL. (April 11, 2019).
- Served as a digital learning strategy consultant for University of Maryland Baltimore County (UMBC), Catonsville, MD. (August 1-2, 2018).
- Keynote talk for the 2nd annual TOPkit workshop (Teaching Online Preparation Toolkit). *Faculty Development: The Secret Ingredient for Success*. Orlando, FL (March 14, 2018).
- Plenary presentation and panel during the Digital Learning Symposium, discussing results of digital learning case studies on six institutions (including UCF) conducted by the Boston Consulting Group and funded by the Arizona State University Foundation with a grant by the Bill and Melinda Gates Foundation. Scottsdale, AZ (April 3-4, 2017).
- Facilitator and participant for Personalized Learning Summit at the University of Florida, Gainesville, FL (February 16-17, 2017)
- Presidential Blue Ribbon Panel on Online Learning for the University of North Texas (UNT), Denton, TX (February 6-7, 2017)
- Serve as a panel participant as part of the Leadership Empowerment Program (LEP) at UCF for women and underrepresented groups (2015, 2017)
- *Analytics, Big Data, and Student Success*. AASCU Innovation Summit: The Challenge of Change. Co-presenter: Joel Hartman. Orlando, FL (June 24, 2016).
- *Describing the Elephant: Personalizing the Student Experience*. Plenary presentation, part of a regional Gartner Group convening of CIOs and other educational technology professionals. Orlando, FL (March 30, 2016)
- Invited panel participant for *Defying Gravity With Data: Using Canvas Data With Partner Analytics Providers*. Information session with Instructure and Civitas during 2015 Instructurecon (June 18, 2015).

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- *Blended Learning Research, Strategy and Practice*. Invited presentation to faculty, staff and administration of Brigham Young University, Provo, UT. (June 14, 2015).
- Co-presented with Brent Shaw a session on UCF's use of the learning management system (LMS) to record academic engagement for financial air reporting. 2015 CanvasCon, Gainesville, FL (April 7, 2015).
- Sponsored attendee to the inaugural *Leading Academic Change* summit hosted by the University System of Maryland Center for Academic Innovation and the Bill and Melinda Gates Foundation. Adelphi, MD (December 2-3, 2014)
- Multiple presentations to Florida State University System Board of Governors Innovation and Online Committee, including one on UCF's selection as the lead institution for online faculty development for the state (September 18, 2014)
- Invited opening keynote and follow-up sessions for faculty conference at St. Mary's University, San Antonio, TX. Topics included: Emerging Trends in Online and Blended Learning, Blended Learning: Definitions and Practices, Faculty Development for Online Success. (May 12-May 13, 2014).
- Invited opening keynote at St. Pete College forum to address distance learning reengineering committees as part of a college-wide initiative. St. Petersburg, FL. (January 31, 2014)
- Invited to serve as one of several group facilitators as part of an online learning leader discussion to explore requirements for Next Generation Digital Learning Environments (NGDLE) at the EDUCAUSE Annual Conference (September 29, 2014)
- Invited moderator for *A Review of the Data on Online Education Students* panel at the 2013 WCET Annual Conference. (November 14, 2013)
- Invited panelist for opening plenary. *Challenges and Opportunities in the Field of K-20 Distance Learning*. Florida Distance Learning Association Annual Conference, In the Cloud and Beyond: Building Community and Expanding Distance Education. (September 11, 2013)
- EDUCAUSE podcast interview (recorded Nov. 2012; posted July 5, 2013)
- Presentation to Florida State University System Board of Governors. *Online Learning: What Do We Really Need to Know?* Co-presenter: Joel Hartman. Gainesville, FL. (January 16, 2013)
- *Preparing University Faculty to Teach Online: Success Strategies from UCF*. Presentation at the International Online Learning Colloquium (co-presenters: Beth Nettles, Linda Futch, Wendy Howard). University of Central Florida, Orlando, FL. (January 9, 2013)
- Invited presentation to senior administrators at Sam Houston State University on Blended Learning strategies and policies. Huntsville, TX (September 26, 2012).
- Invited presentation on course redesign as part of an American Association of State Colleges and Universities national roundtable conducted via Cisco telepresence technology (April 3, 2012)
- Next Generation Learning Challenge "watercooler" national webinar—virtual panel with other NGLC project PIs (March 23, 2012)
- Invited presentation on academic analytics as part of an American Association of State Colleges and Universities national roundtable conducted via Cisco telepresence technology—co-presenters: Chuck Dziuban and Andre Watts (March 20, 2012)
- Invited presentation to senior administrators at the University of West Florida on Blended Learning strategies and policies. Pensacola, FL (February 3, 2012).
- *Web, Blended, and Video Instruction: UCF's Model for Online Faculty Development*. Invited opening keynote for University of South Florida-St. Petersburg general faculty assembly. St. Petersburg, FL (January 20, 2012).
- Webinar presentation on distance learning data collection for University of Nebraska system officials. (December 19, 2011).
- Moderator of various panels during UCF's new faculty orientation conferences (multiple years):
 - *Teaching Online @ UCF: Effective Practices from Experienced Faculty*
 - *The Reality of Virtual Students: A Face-to-Face Conversation with Online Students*
- Invited Panelist "So You Majored in Creative Writing: Now What?" The Goran Reading Series at the University of Miami (April 21, 2011).
- Invited speaker to other events at the University of Miami: undergraduate screenwriting class and a reception honoring the 50th teaching anniversary of Professor Lester Goran.

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- Plenary Introductory “Theme Interpretation.” 2011 Information Fluency Conference: The Information R/evolution, Orlando, FL (March 10, 2011)
- Moderator: UCF Book Festival at the Morgridge International Reading Center: *Even Saints Have Dark Nights: The Mysteries of the Anti-Hero*, Orlando, FL (April 17, 2010)
- Keynote talk for the launch of *Mangrove*, a new undergraduate literary journal at the University of Miami, Coral Gables, FL (March 31, 2009)
- Florida Writers’ Book Fair—a program during “Origins ’09: A Celebration of the Birth & Life of Beginnings,” Florida State University, Tallahassee, FL (March 21, 2009)
- Miami Book Fair International—*Florida Book Award Winners* Panel (November 12-16, 2008)
- Bouchercon Mystery Writing Conference: *It’s Only Make Believe* (Moderator) and *Whistle While You Work* (Participant): Baltimore, MD (October 9 & 10, 2008)
- Biotechnology Trends & Partnerships Symposium – Workforce Development Panel (November 2004)
- Florida Economic Development Workshop Biotech Panel (June 2004)
- FAA Center of Excellence Conference – Intellectual Property/Export Control Panel, Daytona Beach, FL (November 2003)
- American Society for Training Development (ASTD) regional meeting, Northeast Florida/Jacksonville – E-Learning Panel (September 2002)
- Numerous presentations for various libraries, bookstores, writing groups, alumni chapters, etc. to discuss novels and fiction writing (e.g., St. Cloud Library, Ponte Vedra Beach Library, Florida Writers Assoc.)

Numerous other formal and informal presentations, including:

- Presentation to Orange County, FL Mathematics Department Chairs (November 17, 2005)
- Briefing for Florida House of Representatives Community College & Workforce Education Committee (November 8, 2005)
- Briefings for Florida Department of Education’s Chancellor of Community Colleges and Workforce Education (June 2003 & October 2005)
- Florida Gulf Coast University – Project Launch Teacher Training (July 2004 & August 2005)
- Briefing for Florida House Representative, District 26 (June 17, 2005)
- Independent Colleges & Universities of Florida (ICUF) President’s Meeting (June 2005)
- Workforce Florida Board of Directors Meetings (February 2003 & November 2004)
- Embry-Riddle Aeronautical University – Project Launch Teacher Training (July 2004)
- Briefing for Florida House Representative, District 49 (November 24, 2004)
- Florida Independent College Fund (FICF) Board Meeting (July 2003)
- Florida Association of Science Supervisors Conferences (October 2002 & May 2003)
- Florida Association of Community Colleges, Technology Commission Conference (April 2003)
- Florida Aviation Aerospace Alliance Annual Conference (September 2002)
- Various briefings for staff of state representatives and Lt. Governor