

Stephen Edward Carson

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Summary

Eighteen years' experience managing higher education programs, projects, and digital learning initiatives including OPENPediatrics, MITx and MIT OpenCourseWare. Extensive background in strategic planning, management, and evaluation/assessment; open education strategies and intellectual property rights in the higher education context; and database implementation and management. Significant fundraising experience, including grant writing, corporate sponsorship and individual donation campaigns. Proven written and oral communication skills, including five years' work as a writing instructor, extensive presentation experience, and publication history.

Professional Experience

OPENPediatrics (<http://openpediatrics.org>) | Boston Children's Hospital | Boston, MA

Director of Operations | *April 2014 – Present*

- led development of new social learning platform, launched June 2016
- As part of leadership team:*
- increased registered membership from 1,500 to 12,000 clinicians worldwide
- increased website traffic from ~3,000 visits per month to ~60,000 visits per month
- increased organizational publication capacity 3x, largely through outsourcing and efficiency improvements

MIT OpenCourseWare | Massachusetts Institute of Technology | Cambridge, MA

External Relations Director | *November 2006 – March 2014*

For MIT OpenCourseWare (<http://ocw.mit.edu>):

- senior management team member
- significant responsibility for annual strategic planning, including development of program mission and goals
- supervised two external relations staff; directed all external relations activities, including fundraising and media relations
- cultivated relationships with external strategic partners and advisors to extend the reach and impact of OCW

For MITx (<http://odl.mit.edu>):

- supported strategic planning efforts, including service as chair of Office of Digital Learning Communications Work Team and participant on ODL Planning Support Work Team
- developed publicity campaigns for the first 20 MITx courses
- developed program structure and publicity campaigns for MIT XSeries certificate programs
- coordinated MIT discussion of pricing model for MITx ID verified certificates

Senior Strategist | *January 2005 – November 2006*

Evaluation Specialist | *October 2003 – January 2005*

- cultivated relationships with external strategic partners and advisors to extend the reach and impact of OCW
- managed relationships with 100+ institutional collaborators worldwide, culminating in the formation of the OCW Consortium
- developed annual evaluation strategy and plan; executed data collection, integration and interim reporting from web analytics, surveys, e-mail feedback, interviews, and internal systems reports; produced annual report

Senior Faculty Liaison | *January 2003 – October 2003*

- implemented the OpenCourseWare department liaison program, placing eight staff members in departments to support OpenCourseWare publication; supervised consultant in program development and implementation tasks
- secured faculty cooperation for 125 of 463 Fall 2003 course sites; developed and published sites for 100 courses
- designed, built and maintained mission-critical database supporting workflow for faculty liaisons, authors and intellectual property rights coordinators; supervised database consultant

Emerson College Director | Division of Continuing Education | Boston, MA

Associate Director | *August 1998 – January 2003*

- directed core academic activities of department, including faculty hiring and supervision, course scheduling, and coordination with other academic departments for 400 courses annually
- supervised Adult Degree Coordinator/Program; in Executive Director's absence, supervised full Division staff of eight
- implemented new administrative structures for distance learning courses, including contracting and intellectual property rights policies; developed, built and taught first web-based distance learning course at Emerson

Adult Degree Coordinator | *September 1997 – August 1998*

- advised 260+ adult students in nine different degree programs
- increased program enrollment 100% Fall 1997 to Fall 1999
- designed, built and maintained mission-critical database supporting Division academic information management

Education

Global Social Benefit Incubator, Santa Clara University, Santa Clara, CA | August 2006

Web Production and Management Certificate (Audit), Emerson College, Boston, MA | August 2000

MFA in Creative Writing, Emerson College, Boston, MA | May 1997

BA in Liberal Arts, West Virginia University, Morgantown, WV | December 1990

Board Service **Board of Directors (President April 2008 – April 2011) | April 2008 – April 2012**

OpenCourseWare Consortium | Cambridge, MA

- led organization incorporation and strategic planning
- secured \$2 million in grants from Hewlett Foundation to support organization; \$350K in commitments from university members and \$100K in annual dues; \$50K corporate sponsorship
- primary organizer of five Consortium meetings 2006-2011; developed annual awards program

Teaching **Emerson College | Boston, MA**

- CS682 Database Management, January 2002
- WP211 Introduction to Creative Writing: Fiction, Spring 2001 (DL), Summer 2001 (DL), Fall 2001 (DL), Spring 2002 (DL), Summer 2002 (DL), Fall 1999 (DL = distance learning section)
- WP217 Introduction to Creative Writing: Poetry/Fiction, Fall 2000
- WP121 Essay Writing: U.S. Multiculturalism, Spring 1998, Fall 1998, Spring 1999, Spring 2000

Committees **Emerson College | Boston, MA**

- External Advisor, Learning Portals Project, May 2005-June 2006
- College-wide Strategic Planning Committee, New Markets Task Force, October 2000 – January 2003
- College-wide Academic Planning Committee, Continuing Education Representative, April 2000 – January 2003
- Outcomes Assessment College-wide Committee, December 1999 – January 2003
- Outcomes Assessment Preliminary College-wide Committee, October 1999

Publications **Professional**

- (with Sukon Kanchanaraksa, Ira Gooding, Fred Mulder and Robert Schuwer) "Impact of OpenCourseWare Publication on Higher Education Participation and Student Recruitment," *The International Review of Research in Open and Distance Learning*, Vol. 13 No. 4, October 2013
- "MIT OpenCourseWare in the New Era of Online Learning," *Bridges*, Vol. 34, July 2012
- (with Philipp Schmidt) "The Massive Open Online Professor," *Academic Matters*, May 2012
- "Opening Up Education," *Talking Points*, July/August 2011
- (with Cecilia d'Oliveira, Kate James and Jeff Lazarus) "MIT OpenCourseWare: Unlocking Knowledge, Empowering Minds," *Science*, Vol. 329 No. 5991, 30 July 2010
- (with Mary Lou Forward) "Development of the OCW Consortium," *Education Engineering (EDUCON), 2010 IEEE Proceedings*, April 2010
- "The Unwalled Garden: Growth of the OpenCourseWare Consortium, 2001-2008," *Open Learning*, Vol. 24, No. 1, February 2009
- "The OpenCourseWare Model: High-Impact Open Educational Content," *Educational Technology*, Volume XLVII Number 6, November 2007
- *MIT OpenCourseWare 2005 Program Evaluation Findings*, available via MIT OpenCourseWare site, 2006
- *MIT OpenCourseWare 2004 Program Evaluation Findings*, available via MIT OpenCourseWare site, 2005
- *MIT OpenCourseWare 2003 Program Evaluation Findings*, available via MIT OpenCourseWare site, 2004

Fiction

- "In This Late Hour," short story, *Amherst Review*, Volume XXIX, 2001
- "Monster Teeth," short story, *Descant*, Fall 1994

Creative Nonfiction

- "The Kind of Boy I Was," *Dry Creek Review*, Spring 2001

Poetry

- "Today," *The Cape Rock*, Spring 2002
- "The Company of Trees," *The Cumberland Poetry Review*, Spring 2001
- "Chestnut Hill Reservoir," *The Distillery*, Volume VIII Number 2, July 2001
- "Father, Cutting Vegetables," *Gulf Stream*, No. 16, 2000
- "The Penalty Tent," *Passages North*, Summer 1998
- "Dinner," *Hawai'i Review*, Fall/Winter 1997
- "Grief," *Beacon Street Review*, Spring 1995
- "Ruthie and Belle's Farm, Irwin, OH," *Calliope*, Spring 1989