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Summary

Highly motivated professional with comprehensive knowledge, skills and experience in senior management roles with institutions and consortia, project management, program and project evaluation, instructional system design and e-Learning initiatives; extensive involvement in the design, development, production, delivery, support and evaluation of e-Learning, blended learning, and conventional adult education and training systems and services; provincial, national, international and cross-cultural experience.

Achievements

Combined knowledge, skills and experience in developing e-Learning, blended learning and conventional learning programs and services, with expertise in strategic planning, financial management, staff supervision, inter-institutional relations, project management, revenue development, and political and government relations, to design, develop, implement and manage numerous highly successful education and training initiatives.

EXECUTIVE SKILLS – Strategic Planning, Innovation and Leadership

- *For ACERES* – as Consultant, developed working models and conducted needs assessment related to sustainable development initiatives contemplated by Alberni-Clayoquot Environmental Research and Education Society.
- *For Inter-Universities North* – as Chief Executive Officer and Senior Academic Officer, developed, negotiated and implemented strategic and operational plans for two major, multi-agency initiatives:
 - Design, development and delivery of a full-time first year university program by distance education to central and northern Manitoba communities: and,
 - Plan and implement delivery of full-time university degree programs on-site in small and medium-sized remote First Nation communities in northern Manitoba.

These projects involved extensive consultation and negotiation at the Executive and senior academic level in three universities, at the Deputy Minister level in two provincial Ministries, at the provincial and regional levels with First Nation Tribal Councils, and at the local level in numerous First Nation and non-Aboriginal communities. Budget: \$8,000,000.00.

- *For the National Productivity Board, Singapore* – as Project Director of the Television-based Training for Workers Project, designed and implemented a multi-media distance education adult upgrading program for 5000+ blue-collar workers.

This project involved consultation and negotiation with the Executive Director, of the National Productivity Board, various national and multi-national companies with worker training needs, the Singapore Broadcasting Corporation, community agencies with facilities that could support learning center operations, and large consulting companies (e.g. Arthur Anderson Consulting) bidding on course development contracts. Budget: \$25,000,000.00

MANAGEMENT EXPERIENCE – Planning, Budgeting, Organizing, Communicating, Leadership and Evaluation

- *For Inter-Universities North* – Full time First Year University by Distance Education Project (see above); First Nations Community-based Full time University Education Project (see above); Part-time University Study Program for Northern Manitoba (Teleconference and On-site courses).
- *For the National Productivity Board, Singapore* – Television-based Training for Workers Project (see above)
- *For ACCESS Network* – as Director, Formal Learning, managed development, production and acquisition of audio, video, print and computer-based resources for formal education programs (K – 12 and post-secondary education) in Alberta.

Responsibilities included; recruiting, managing and mentoring professional staff; project planning; preparing and managing annual and project-related budgets; organizing and supervising project teams; communicating with representatives of the Ministry of Education and post-secondary education institutions re: common needs for learning resources; collaborating with School Districts on the installation and utilization of satellite-based learning support programs and services. Budget - \$10,000,000.00

- *For Athabasca University*
 - As Professor and Director, Course Development, managed planning, design, development and production of over 100 university degree credit courses (distance delivery), negotiated course accreditation and joint use agreements with colleges, and universities in Alberta and B.C, and promoted use of innovative technologies for course design and delivery. Budget - \$8,000,000.00
 - As Assistant Professor and Associate Director, Regional and Tutorial Services, planned and implemented province-wide course tutor and student support services, introduced province-wide audio-graphic teleconference services for AU courses, and negotiated joint use of these technologies with other Alberta educational institutions; negotiated with local and regional organizations for access to facilities for use as laboratory and learning centers for AU students.
- *As a Private Consultant* – As Partner and President of Open Learning Consultants, (now Online Learning Consultants Ltd.) managed a successful consulting company specializing in instructional system design, personal and organizational

development, management of not-for profit organizations, and innovative applications for emerging technologies.

TEACHING, INSTRUCTIONAL SYSTEM DESIGN, CURRICULUM DEVELOPMENT

- *For Tranzeo Inc.* – designed and developed online certificate course for radio installers.
- *For Bow Valley College* – as a part time and full time Curriculum Development Consultant, designed and developed for classroom and online delivery nearly forty courses in five program areas.
- *For ATB Financial* – developed online staff training for new integrated Loan Management software application
- *For TransCanada Pipelines* – designed and developed online staff training related to implementation of Change Management quality and process control procedures related to the Sarbanes – Oxley legislation.
- *For The University of Calgary* – developed and delivered online courses in Instructional System Design
- *For The University of Alberta* – as Associate Professor, Faculty of Medicine, carried out teaching and research activities and supervised graduate students in the fields of General Microbiology and Medical Microbiology,
- *For Athabasca University* – as Adjunct Professor, taught online graduate-level courses in instructional design, distance education, strategic planning and project management.
- *For SAIT* – program and course evaluation and preparation of program re-design recommendations for the Nuclear Medicine Technology Program.

TECHNOLOGICAL SKILLS

- *With Bow Valley College* – employed WebCT platform for course development and delivery, First Page and Front Page HTML software, WIDS Instructional Design software package, Microsoft Office
- *For Inter-Universities North* – C++ programming, WordPerfect, Corel Draw, Lotus 123, and dBase3+ software, and student records systems.
- *For the National Productivity Board, Singapore* – proprietary internal software applications
- *For Athabasca University* – UNIX programming and UNIX-based applications, Plato, project management software
- *For The University of Calgary* – employed BlackBoard platform for course development and delivery
- *As a Consultant* – employed Adobe Acrobat Professional, Toolbook Instructor, Questionmark Perceptions, Framework, Authorware, Adobe Photoshop CS, and Flash-related media conversion programs for course and website development; various stand-alone, SCORM-enabled student assessment software applications; project management software.
- *In various positions* – assorted mainframe and standalone computing hardware and peripherals, including VPN and remote access/control systems; satellite uplink and downlink systems, audio, audio-graphic, and video conferencing systems; internet-based information collection, distribution and storage systems, including accessible information and instructional materials repositories.

CROSS-CULTURAL AWARENESS

- *For Inter-Universities North* – extensive collaboration with local, region and provincial First Nations organizations for the development and community-based delivery of university credit courses in Northern Manitoba First Nation communities. (including Dene, Ojibwa, Oji-Cree, Northern Cree and Inuit peoples)
- *For the National Productivity Board, Singapore* – collaboration with representatives of Mandarin, Malay, Hindu, Moslem and Japanese cultural groups.
- *For Athabasca University* – Collaboration with Inuit, Dene, Northern Cree, Athapaskan, Blood and Blackfoot educators.
- *General Experience* – Mexican, Australian, New Zealand, American, Spanish, Egyptian and Kenyan exposure.

Education

Ph.D. University of Alberta (1970; Microbiology)
B.Sc. University of Alberta (1965; Microbiology/English)

Senior University Administrator Certificate, University of Western Ontario
Professional Diploma/After Degree (Education), University of Alberta
M.B.A., University of Alberta (incomplete)
Various training courses in cross-cultural awareness, software, and learning technologies

Employment

1988 - present	Partner and President , Online Learning Consultants, Ltd.
1998 - 2003	Adjunct Professor , Athabasca University (AU)
1990 - 1998	Executive Director , Inter-Universities North, Thompson, MB
1988 - 1989	Project Director , Television-led Training for Workers Project, National Productivity Board, Singapore
1984 - 1989	Director , Formal Learning, ACCESS NETWORK, Edmonton, AB
1975 - 1983	Professor/Director , Course Development, Athabasca University Associate Director , Regional and Tutorial Services, AU Assistant to Vice-President , Learning Services, AU Field Services Coordinator , AU
1975 - 1975	Community Education Coordinator , Edmonton, AB
1970 - 1975	Assistant Professor , Faculty of Medicine, University of Alberta.

Recent Publications and Presentations

- Marles, C.M., Shobe, C.R. and Peterson, C.J. (2009). Evaluation and (Re) Design Report for Nuclear Medicine Technology Program, SAIT Polytechnic, June, Calgary.
- Marles, C.M. and Shobe, C.R. (2008). Government Studies Instructor Training Workshop, August, University of Alberta, Edmonton.

- Shobe, C.R. and Marles, C.M. (2008). A New Government Studies Program Development Model (GSPD Model) for Online Programs, August, University of Alberta, Edmonton.
- Shobe, C.R. and Marles, C.M. (2007). The Alberni-Clayoquot Environmental Research and Education Society (ACERES) Concept Paper Final Report. ACERES, December, Port Alberni.

Honors

FELLOWSHIPS

Visiting Fellow: Australia and South Pacific External Studies Association.

Visiting Fellow in Distance Education: W.K. Kellogg Foundation and the Institute for Studies in Higher Education, University of New England, Armidale, NSW, Australia.

Other Activities

PROFESSIONAL AFFILIATIONS

Past President, Canadian Association for Distance Education
 Minister's Further Education Advisory Committee, Alberta Advanced Education
 Minister's Task Force on Distance Education (Post-secondary), Manitoba
 Committee of Deans and Directors, University Continuing Education (Western Canada)
 Interdepartmental Community Education Committee, Alberta Advanced Education
 Treasurer, Alberta Association for Continuing Education
 Associate Editor, Canadian Journal of Microbiology
 External Advisor, Faculty of Extension, University of Alberta
 Member of numerous Professional Associations

COMMUNITY SERVICE

President, Westbrook and Area Property Owners Association, Edmonton
 President, Edmonton Golf Association
 President and Treasurer, Southern Homes Society of Edmonton
 Chairperson, Outreach Committee, Southminster United Church, Edmonton
 Vice-Chairperson, Board of Trustees, Thompson General Hospital, Thompson
 Director, Manitoba Cancer Treatment and Research Foundation
 Director, Medical Manpower Committee, Thompson