

**DENIS G. STRATFORD**

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## **EDUCATION**

**M.S. Management**, Manhattan College, Bronx, NY

**B.A. BUSINESS ADMINISTRATION**, Saint Michael's College, Colchester, VT

## **PROFESSIONAL PROFILE**

### **Visionary, Innovative, Inquisitive and Strategic Thinker:**

- “Thus the task is not so much to see what no one has yet seen, but to think what nobody has yet thought about what everybody has seen.” (Arthur Schopenhauer)
- Driven by the desire to explore new ways to conceptualize process improvement, learning and talent management
- Driven to challenge, question and discuss new and exciting methods and formulate sound assessment processes to determine best practices for success.

### **Leader, Mentor, Collaborator, Relationship Builder and Listener:**

- Over 30 years experience in leadership roles within higher education
- Leadership and mentoring experienced as developmental characteristics that are intertwined and fostered through personal and professional mentors and leaders
- Learn from being led; mentored throughout my career and continue to be both mentor and mentee
- Enable others to take risks, explore, and inquire -- qualities which foster creativity and innovation
- Lead and facilitate the design and implementation of learning management systems and environments supporting online, onsite, hybrid and self-directed modalities

### **Information Systems Professional & Technologist:**

- Analytical approach to systems design and implementation
- Most initiatives are social or change management engagements, not technology driven
- Excellent communicator of what is possible, in a manner for all to understand
- Successfully led the implementation of integrated information system solutions

### **Learner and Educator Roles:**

- Engaged in a continuous process that happens all around as I listen and observe
- Occurs formally, informally and through social interactions
- Teach and learn across all modalities and educational levels
- Embrace talent management as a success driver to achieve a return on investment in all initiatives
- Design and develop learning opportunities within onsite, online, hybrid and self-directed modalities

## EMPLOYMENT HISTORY

### **Chief Information Officer & Associate Professor of Interdisciplinary Studies**

MGH Institute of Health Professions, Boston, MA 02114, 2001 – Present

#### **Leadership:**

- ❖ Member of the Institute's senior leadership team
- ❖ Manage and facilitate the Capital Budget process
- ❖ Member of the risk assessment team
- ❖ Facilitate the development of the initial Enrollment Planning Model
- ❖ Participate on the Emergency Preparedness Committee; implemented an emergency notification process
- ❖ Develop resource allocation concepts and methodologies
- ❖ Facilitate academic and instructional space planning
- ❖ Initiate human capital development and talent management planning and implementation
- ❖ Evolve the learning environment consistent with curriculum and space planning needs
- ❖ Facilitate planning and implementation of learning, library, information and technology resources
- ❖ Develop and facilitate professional development opportunities for faculty, staff and students
- ❖ Developed an integrated learning and technology plan and business plan to create new streams of revenue
- ❖ Led the change management and implementation process of the Institute's integrated information system, completed within budget and ahead of schedule
- ❖ Participated in the new initiative planning process and curriculum development

#### **Space Planning & Design:**

- ❖ Lead and facilitate numerous capital construction projects within multiple institutions
- ❖ Implemented "smart classrooms" and "smart labs" throughout the Institute
- ❖ Facilitated information and technology aspects of numerous renovation and redesign initiatives including interprofessional clinical skills labs, state of the art Simulation Lab, and campus expansion to two additional locations within the Charlestown Navy Yard

#### **Institutional Research & Effectiveness:**

- ❖ Developed the initial Institutional Research Agenda for the Institute

#### **Web Design & Development:**

- ❖ Lead the technical aspects of the web site redesign
- ❖ Design the Institute's learning management system supporting online, onsite, hybrid and self-directed learning modalities
- ❖ Developing a web and information architecture approach for the Hanson Initiative for Language & Literacy (HILL) Program
- ❖ Designing the technology infrastructure to support research most recently including the web and courseware workflow to support the peRx: Prescribing Evidence-Based Therapies Project.  
([www.perxinfo.org](http://www.perxinfo.org))

#### **Learning Resource Design, Planning, Implementation & Support:**

- ❖ Implement a new learning environment courseware application
- ❖ Facilitate and conduct student and faculty training, and instructional design review and support
- ❖ Facilitated the planning for classroom, labs and learning spaces throughout the Institute
- ❖ Facilitate design/build process for the Healthcare Simulation Lab
- ❖ Design and coordinate redesign of instructional labs and classrooms
- ❖ Facilitating the design and implementation of a digital capture environment within all academic labs

**Curriculum Development & Instructional Design:**

- ❖ Developed the Institute's Information Literacy Project concept and design of the self-directed course to support this initiative
- ❖ Developing the proposal for a new degree and certificates in Healthcare Informatics
- ❖ Developed and received approval for the initial six Healthcare Informatics courses
- ❖ Developed and received approval for the interdisciplinary course *Infusing Simulation in Teaching & Learning*, part of a Teaching & Learning Certificate of Advanced Study
- ❖ Participated on the Ethics Curriculum Committee and designed the e-portfolio specifications for the Institute's courseware platform in support of this reconceived curriculum

**Simulation:**

- ❖ Facilitating the infusion of simulation in all academic and interdisciplinary programs
- ❖ Participated on the MGH Simulation Task Force, which developed and received approval to build a \$20,000,000 Learning Center within Massachusetts General Hospital

**Faculty Achievement:**

- ❖ Designed, developed and taught the Survey of Healthcare Informatics course through an online modality
- ❖ Participate as a faculty member of the Doctor of Nurse Practice (DNP) Program
- ❖ Participate in the Interdisciplinary Seminar Committee

**Committees:**

- ❖ Administrative Council
- ❖ Academic Council
- ❖ Strategic Planning
- ❖ Risk Assessment
- ❖ Budget
- ❖ Emergency Preparedness Planning
- ❖ Faculty Development Committee
- ❖ Academic Operations Committee
- ❖ Academic Program Review Committee
- ❖ Concept Planning: Masters in Health Science Education
- ❖ Interdisciplinary Seminar Committee

**Director of Information Technology & Adjunct Professor of Graduate Education**

Wheelock College, Boston, MA 02215, 1999 – 2001

**Director of Information Technology & Senior Lecturer of Graduate Education**

Saint Michael's College, Colchester VT 05439, 1987 – 1999

**Director of Computer Services & Adjunct Professor of Graduate Education & Business**

Norwich University, Northfield, VT 05663, 1980 – 1987

**Adjunct Professor**, Saint Peter's College, Jersey City, NJ 1978

**Adjunct Professor**, Hudson County Community College, Jersey City, NJ 1977 – 1980

**Director of Data Processing & Adult Education Instructor**, Hudson County Board of Education (Hudson County Community College & Hudson County Schools of Technology, North Bergen, NJ 07047 1976 - 1980

## TEACHING & CURRICULUM DEVELOPMENT

### Associate Professor of Interdisciplinary Studies

MGH Institute of Health Professions

- ❖ Developed and received approval for the initial six (6) Healthcare Informatics
- ❖ Developed and received approval for Infusing Simulation in Teaching and Learning

### Adjunct Professor of Graduate Education and Administration

Wheelock College, Boston, MA 02215, 1999 – 2001

- ❖ Developed “Technology Planning” (1 credit) and “Planning the Technology Environment” courses
- ❖ Developed through the Preparing Tomorrow’s Teachers to Use Technology (PT<sup>3</sup>) Grant a 3 credit graduate course “Intensive Technology Infusion” for faculty (Half of the full-time faculty participated)

### Senior Lecturer, Graduate Programs in Education and Administration

Saint Michael’s College, Colchester, VT 05401, 1988 – 1999

#### Curriculum Development:

- ❖ Designed and implemented the **Technology in Education** concentration within the Graduate Education Program
- ❖ Developed the courses “Management Information Systems” and “Introduction to Database Management Systems” for the Graduate Program in Administration

## PRESENTATIONS

- ❖ ***Is Your LMS Considered a Mission Critical Information System***, Proposal Pending, Sloan-C International Conference on Online Learning, November 2011
- ❖ ***Defining Institutional Success***, Desire2Learn FUSION Conference, Invited Presenter, Executive Education Session, July 2011
- ❖ ***Selecting a New Learning Management System***, Sloan-C International Conference on Online Learning, November 2010
- ❖ ***Migrating to a New Courseware Platform in 20 Days***: Desire2Learn FUSION Conference, July 2010
- ❖ ***Developing Effective Presentations***, MGH Institute of Health Professions, Annual Faculty Workshop, June 2009
- ❖ ***Integrating a Audience Response System in Teaching***, MGH Institute of Health Professions, Annual Faculty Workshop, June 2009
- ❖ ***Supporting BI & Analytics***, Datatel User Group, March 2008
- ❖ ***“Framing Interprofessional Education, Practice, and Research: Preparing Allied Health Professionals for the 21st Century”***, (Mary Knab & Denis Stratford), ASAHP Annual Conference, October 2006,
- ❖ ***“Learning & Technology Resource Support for Interdisciplinary Grand Rounds”***, (Denis Stratford & Mary Knab), ASAHP Annual Conference, October 2006,
- ❖ ***“Distance Learning: Supporting Medical Personnel Overseas”***, The Global Clinic: Healthcare Management for Physician Executives. Harvard Medical School Department of Continuing Education & Partners Healthcare System International Program, November 2005
- ❖ ***“Managing Clinical Affiliations as an Information Resource”***, (Mary Knab & Denis Stratford), ASAHP Annual Conference, October 2005,
- ❖ ***“Faculty Development & Courseware Platform Overview fro Distance Learning Programs”***, 2nd UNITRA e-learning Conference, Walter Sisulu University (former UNITRA) Telemedicine Unit, Eastern Cape, South Africa, (Denis Stratford facilitating Inge Corless, Pat Sullivan & Mary Watkins in Boston and James Parmentier at the conference) June 2005
- ❖ ***“Faculty-Centered Online Course Development”***, (Pat Brown, Veronica Kane, Denis Stratford & Mary Watkins), Sloan-C Annual Conference, November 2002

## **AWARDS**

- ❖ Student Community Service Award, Saint Michael's College Student Association (1996)
- ❖ Reverend Gerald E. Dupont Student Appreciation Award (Highest Student Award) Awarded to person who "demonstrate dedication to the ideals of courage, vision, devotion and faith upon which Saint Michael's College was founded," and are given in recognition of outstanding contributions to the Saint Michael's Community. (1997)
- ❖ Partners In Excellence: Charlestown Navy Yard Space Planning & Move (2002)
- ❖ Partners In Excellence: Datatel Implementation Initiative (2004)
- ❖ Partners In Excellence: 4<sup>th</sup> Floor Space Planning & Build Out (2007)
- ❖ Partners In Excellence: Campus Space Planning, Renovation & Build Out (2008)
- ❖ Partners In Excellence: Campus Relocation (2008)
- ❖ Partners In Excellence: Web Redesign Initiative (2009)
- ❖ Partners In Excellence: D2L Courseware Implementation (2009)
- ❖ Partners In Excellence: Leadership & Innovation (Individual Award) (2009)
- ❖ Partners In Excellence: Implementing a Physical Therapy Rehabilitation Center (2010)

## **COMMUNITY SERVICE**

Standardized Patient, Physical Therapy Practicum Exams, MGH Institute of Health Professions, 2005-Present  
Student Association Advisor, Saint Michael's College, 1995 – 1999  
Graduate Education Advisory Committee, Saint Michael's College, 1992 - 1999  
Board of Directors, RETN: Regional Education Television Network, 1992 - 2000  
Advisory Board Chair, Burlington Technical Center, Computer Office Systems Program, 1994 - 1999  
Technology Planning Committee, Essex Town School District, Essex, VT 1995 - 1996  
Board of Directors, VETC: Vermont Educational Telecommunications Council, 1994 – 1996  
Essex Junction Focus Forum (Forum Facilitator), Chittenden South Supervisory Union, Essex, VT, 1992  
Board of Directors, MS Society of Vermont, 1990 – 1991