

Stephen Charles Ehrmann

The TLT Group
6935 Laurel Avenue
Takoma Park, MD 20912
(240) 606-7102
Ehrmann@TLTGroup.org

9 Midhurst Road
Silver Spring, MD 20910
(301) 585-0027

Employment History

Vice President of the Teaching, Learning and Technology Group; Director of the Flashlight Program for the Study and Improvement of Technology Use in Education (1998-).

As Vice President Dr. Ehrmann's responsibilities include the full range of TLT Group work. Dr. Ehrmann's major responsibility is the Flashlight Program on evaluation measures and services. He also gives talks and does consulting in other arenas relating to teaching, learning and technology, such as development of academic strategy for on- and off-campus programs.

Fellow, National Institute for Science Education, College/Level One Program, University of Wisconsin, Madison (1999-2000).

Director of the Flashlight Project, The American Association for Higher Education. (1996-97) Flashlight work includes development of evaluative tools, development of targeted evaluations for clients, grant writing, development of training programs, and consulting with users. Work with Teaching Learning and Technology Roundtables includes development of conferences and creation of new services for local roundtables.

Corporation for Public Broadcasting: Senior Program Officer for Interactive Technologies for the Annenberg/CPB Project (1985-1996).

* Over that period managed \$10,000,000 worth of contracts in multimedia, telecommunications, evaluation, program development and faculty development.

* Manager, Educational Strategies Program (1994-1996).

* As part of this program, Director of the Flashlight Project (1992-) to develop evaluation procedures that educational institutions can use to monitor the success of their educational strategies using information technology).

* Director of work under contract for the Organization for Economic Cooperation and Development (OECD) to research and write reports and evaluations on use of technology in universities, businesses, and schools in OECD countries

* Program manager for "Rethinking Courses of Study," a \$1 million initiative to develop national networks for faculty and program development; obtained co-funding from the National Science Foundation.

* Program manager for the Project's \$2 million Special Initiative, "New Pathways to a Degree." (1990-1994)

* Duties also involve creation of new programmatic initiatives, budget development and oversight, creation of competition guidelines, development of contracts with new projects, and project outreach to professionals and the general public via writing of articles and books, public speaking, creation of workshops, electronic communications, and interviews for television, radio and newspapers.

Senior Program Officer for the Annenberg/CPB Math & Science Project (1991-1994). The Annenberg/CPB Math & Science Project's mission is to use information technologies to help foster national reform in math and science education in schools. Co-authored grant proposal for \$60 million to fund this project. Managed initiative on teacher inservice. Duties include development of program priorities, assessing developments in the field, reviewing proposals, developing contracts with new projects, monitoring projects, and project outreach.

Fund for the Improvement of Postsecondary Education (FIPSE): Program Officer (1978-85). Duties included reviewing proposals, developing program priorities, advising projects, analyzing and disseminating results of Fund projects. Administrative responsibilities included program budget planning, program evaluation, managing grants competitions, planning of annual project directors' meeting, and creation of management information system. Areas of expertise: educational technology, evaluation, organizational capacity to improve education, formative assessment, dissemination practice, and engineering education. Founded the FIPSE Technology Study Group, a 60 member group of FIPSE project directors.

The Evergreen State College: Director of Educational Research and Assistance (1975-77); Consultant (1978). Strengthened the College's evaluation program, especially in the natural and social sciences. Tasks included evaluation, teaching, proposal writing, work on college committees, hiring, staff coordination, writing.

MIT: Sloan School of Management: Instructor (Graduate), (1973). "Failure in Human Systems" (Described in *NY Times* feature, 12/1/73; course inspired a 1974 issue of *IEEE Spectrum*.)

Education

Ph.D. in Management and Higher Education, MIT (1978)

Dissertation topic: Historical analysis of how an academic department adapted, organizationally and intellectually, to changes in the availability of students, dollars and ideas.

Thesis Committee Chairman: Donald A. Schön, Ford Professor of Urban Studies and Education

Members: J. Herbert Hollomon (Director, Center for Policy Alternatives)
Elting E. Morison (Historian, Killian Prof. of Humanities)
Edgar E. Schein (Chairman, Organizational Studies, Sloan School of Management)
Frank Perkins, Head, Department of Civil Engineering

Awards: Full Fellowship, Division for Study and Research in Education, 1974-5

S.B., Aeronautical and Astronautical Engineering, MIT 1972

S.B., Urban Studies, MIT 1972

Honors: Class President (1968); Vice-President, Undergraduate Association (1970)
President (1971); created student-oriented guide to using the university which won Steward Award (1971);
Honorable Mention,

Creative Engineering Symposium (1969).

Editorial Boards

Editorial Board, *Innovate. Journal of Online Education*

Editorial Board, *Journal of Interactive Media in Education*

Editorial Board, *Mountainrise (Scholarship of Teaching and Learning)*

International Reference Panel, *Journal of Learning Design*

Consulting Editor, *Change. The Magazine of Higher Learning (1996-2006)*

Editorial Advisory Board, *Peer/Review*, Association of American Colleges and Universities (1999-2000)

Advisory Boards and Past Consultancies

Committee on Information Technology and Education, National Research Council/National Academy of Sciences. (1996-98)

Organization for Economic Cooperation and Development (OECD), Paris. Working party on distance education, 1993. Evaluation of Minerva program in Portugal (1994). Report on adult learning, technology and strategy in OECD countries (1995-96).

Chair, advisory committee for NSF-funded Links Project headquartered at Rensselaer Polytechnic Institute (1996-

Advisory Board to the Higher Education Utilization Study (Corporation for Public Broadcasting; National Center for Educational Statistics), 1984-86.

Consultant to the Cleveland Foundation, 1982, 1984.

Advisory Board to the Quality Assurance Project, Association for Community-Based Education, 1982-83.

Advisor to the Postsecondary Education and Management Studies grants program, National Institute of Education, 1980.

Awards

"Best Paper," essay on the Flashlight Project, Ed-Media/Ed Telecomm Conferences 1996, Boston.

Selected Publications

How to Get Around MIT, Cambridge: MIT, 1970, 1971.

Modeling and Gaming for Regional Planning, Kaminski, Charles (ed.), Sea Grant # NG-43-72, Cambridge; MIT Sea Grant Program, 1974.

Engineering Education: System Response in a Changing World, (co-author), Washington, DC: American Society of Engineering Education, 1975.

"Improving Education: The Paradox of Risk," *Innovation Abstracts*, V:10, National Institute of Staff and Organizational Development, April 1983, reprinted by The *Consortium Reporter*, Northern Rockies Consortium for Higher Education, March 1984, p.8.

"New Uses for Assessment" and "Implementing Improvement: Strategies and Structures" in *Priorities for Improvement: Essays and Views on Needed Improvements in Higher Education*, Richard Hendrix (ed.), Washington, DC: American Association for Higher Education, 1984.

"Technology Could Change the Goals of a College Education...", *Educational Technology*, XXXIV:9, September 1984, pp. 7-12.

"Faculty Development: Treating Symptoms," *American Journal of Pharmaceutical Education*, XLVIII, Winter 1984, 373-375.

(with Diane Balestri), "Introduction" and "Learning to Design, Designing to Learn: A More Creative Role for Technology," in *Machine Mediated Learning*, II:1&2, Jan. 1987. Also co-edited this double issue of the journal.

"Assessing the Open End of Learning: Roles for the New Technologies," *Liberal Education*, Washington, DC: Association of American Colleges, LXXIV:3, (May-June, 1988), pp. 5-11.

Co-editor and co-author, *Ivory Towers, Silicon Basements: Learner-Centered Computing in Postsecondary Education*, McKinney, TX: Academic Computing, 1988.

"Specifications and Strategies: A Sustainable Investment in Technologies," Keynote Address to the Technology Planning Retreat, Maricopa Community College District, May 14, 1988; reprinted in *Telelearning*, New Jersey Institute of Technology, Newark, NJ: Eastern Educational Consortium.

"Improving a Distributed Learning Environment with Computers and Telecommunications," in *Mindweave: Communication, Computers and Distance Education*, Robin Mason and Anthony Kaye (Eds.), Oxford and NY: Pergamon, 1989, 255-259.

"Toward Sustainable Improvements in Accessibility and Quality," *Helping Learners Learn at a Distance. The Proceedings of the Fifth Annual Conference on Teaching at a Distance*, Madison Wisconsin: University of Wisconsin, August 1989.

"Toward Sustainable Improvements in Accessibility and Quality: The College of the 1990s," *Proceedings*, Annual Meeting of the Association for the Development of Computer-Based Instructional Systems (ADCIS), November 1989.

"Reaching Students, Reaching Resources: Using Technologies to Open the College," *Academic Computing*, IV:7, (April, 1990), 10-14, 32-34.

"Gauging the Educational Value of a College's Investments in Technology," *EDUCOM Review*, XXVI:3,4, (Fall/Winter, 1991), XXVI:3/4, 24-28.

Primary developer of "New Pathways" workshop materials, a role playing simulations for college teams learning to develop academic programs that exploit computing, video and telecommunications; workshop offered at seven sites in 1991-92.

"Challenging the Ideal of Campus-Bound Education," *EDUCOM Review*, XXVII:2, (March/April, 1992), pp. 22-26.

(with Amy Warner and Randall Lemke), "Using Technologies to Open the College: The New Pathways Program," *Metropolitan University* III:1, (Summer 1992), pp. 51-60.

(with Diane Balestri and David Ferguson) ed., *Learning to Design, Designing to Learn: Using Technology to Transform the Curriculum*, NY: Taylor and Francis, 1992.

"A Strategy for Educational Investments in Technology," *Proceedings, EDUCOM '92*, Primis Division of McGraw Hill, 1992.

"US Higher Education in 1998: How It Might Use Technologies For Undergraduate Education," *CTISS File 16: International Experiences*. (October, 1993), Eds. Jonathan Darby and Joyce Martin, Oxford, UK: CTISS Publications, University of Oxford.

"Identifying Key Issues," in *Proceedings of the Invitational Conference on Teaching Science Laboratories via Distance, October 27-31, 1993*, Indianapolis, IN: Indiana University - Purdue University Indianapolis, 1993.

(with Paul Morris and others), *Valuable, Viable Software: Case Studies and Analysis*, NY: Primis/McGraw-Hill, 1994.

"Looking Backward: U.S. Efforts To Use Technology To Transform Undergraduate Education," in *Higher Education 1998 Transformed by Learning Technology*, edited by Jonathan Darby, Bengt Kjällström, and Joyce Martin, Oxford, UK: CTISS Publications, 1994.

"Higher Education 1998: Using Technologies to Meet the Triple Challenge," in *Higher Education 1998 Transformed by Learning Technology*, edited by Jonathan Darby, Bengt Kjällström, and Joyce Martin, Oxford, UK: CTISS Publications, 1994.

"Making Sense of Technology: A Dean's Progress," *Change*, XXVI:2 (March/April, 1994), pp. 34-38, 52-53.

"Foreword," *Opening the College: New Pathways to a Degree*, Boulder, CO: Western Cooperative for Educational Telecommunications, 1994.

(with Bridget Somekh, Rick Withers, and Monique Grandbastien), *Report of the Minerva Project Evaluators*, Organization for Economic Cooperation and Development and DEP/GEF (Ministry of Education of Portugal), 1994.

"Responding to the Triple Challenge Facing Post-Secondary Education: Accessibility, Quality, Costs," in *The Future of Post-Secondary Education and the Role of Information and Communication Technology. A Clarifying Report*, CER/CD(94)11: Paris, France: Organisation for Economic Cooperation and Development, October 1994. Also in press

in English and French in *Information Technology and the Future of Post-Secondary Education*, Paris: OECD, 1996.

"'Delivering' Education? Observations On The Economics And Limits Of Directed Instruction And Technology-Based Materials," in *Telematics for Education and Training, Proceedings of Telematics for Education and Training Conference, Düsseldorf/Neuss, 24-26 November 1994* (eds. Paul Held and Walter Kugemann), Amsterdam, Oxford, Tokyo, Washington, DC: IOS Press, 1995.

"Introduction," in Erwin Boschmann (ed.), *The Electronic Classroom: A Handbook for Education in the Electronic Environment*, Medford, NJ: Learned Information, 1995.

"Asking the Right Question: What Does Research Tell Us About Technology and Higher Learning?" *Change Magazine*, March/April, 1995, pp. 20-27. Reprinted in Randy Bass and Jeff Finlay (eds.), *So What Can I Do With It; A Practical Guide for Using Technology to Teach American Studies*, Washington, DC: Georgetown University, 1996.

"Restructuring Large Courses: Using Technology to Transform the 'Foundation' of Higher Education," in *Communiqué*, #13, March 1995, Boulder, CO: Western Cooperative for Educational Telecommunications, pp. 23-26. Reprinted in shortened form in *On The Horizon* (newsletter).

"The Bad Option and the Good Option," DEOSNEWS Vol. 5 No. 5 (on-line journal published by the American Center for Distance Education, Pennsylvania State University, University Park, PA, ISSN 1062-9416, May 31, 1995. Published in slightly different forms as "The Bad Option and the Good Option," *Active Learning*, Number 2, July 1995, pp. 23-24 (UK) and as "New Technology, Old Trap," *Educom Review*,XXX:5 Sep/Oct. 1995 pp. 41-43.

"A Partnership Supporting Computers in the Schools," *Common Ground. Strengthening Teaching Through University-School Partnership*, New Haven: Yale-New Haven Teachers Institute, #4, (Spring 1995), pp. 16-17.

"Moving Beyond Campus-Bound Education," *The Chronicle of Higher Education*, XL1:43, (July 7, 1995), pp. B1-B2.

"Facing the Triple Challenge: You Can't Do It Alone," *Calico Journal*, XIII:1, Fall 1995, pages 5-25.

Review of *Computer Mediated Communication and the Online Classroom. Overview and Perspectives (vol. I). Higher Education (vol. II). Distance learning (vol. III)*, Zane L. Berge and Mauri P. Collins (eds.), Cresskill, New Jersey: Hampton Press, 1995, in *Educom Review*, November-December, 1995, pp. 54-56.

Adult Learning and Technology: Issues for the Next Decade, Paris: OECD,1996.

"The Flashlight Project: Developing Tools for Local Assessment of Educational Strategies and Technology " and "When is Software not only Valuable but Viable?" in *Proceedings, Ed-Media/Ed-Telecomm, 1996*, Charlottesville, VA: Association for the Advancement of Computing in Education, 1996.

"The Flashlight Project: Spotting an Elephant in the Dark," *Assessment Update*, IX:4, July-August, 1997, pp. 3, 10-11, 13.

Review of "In Search of the Virtual Class," *American Journal of Distance Education*, (in press). Republished online as DEOSNEWS Vol. 8 No. 4.

Commissioned Paper in National Research Council, *Developing a National Digital Library. Report of a Workshop*, Washington, DC: National Academy Press, 1998.

Ehrmann, Stephen C., "Studying Teaching, Learning and Technology: a Tool Kit from the Flashlight Program," *Active Learning* IX (December 1998), pp. 38-42. After June 1999, the article will be available at <http://www.cti.ac.uk/publ/actlea/al9.html>. Since then the article has been expanded and rewritten; a recent draft is posted at <<http://www.tltgroup.org/flashlight/ActiveLearningFL.html>>.

Ehrmann, Stephen C., "What Outcomes Assessment Misses," In *Architecture for Change: Information as Foundation*. Washington, DC: American Association for Higher Education, 1999.
<http://www.tltgroup.org/programs/outcomes.html>

Ehrmann, Stephen C., "Asking the Hard Questions About Technology Use and Education," *CHANGE*, Vol. 31, No. 2 (March/April 1999), pages 24-29.

Ehrmann, S.C., and J.H. Milam, *The Flashlight Cost Analysis Handbook*, Washington, DC: The TLT Group, 1999.

Ehrmann, Stephen C., "Access and/or Quality: Redefining Choices in the Third Revolution," *Educom Review*, September 1999, pp.24-27, 50-51.

Ehrmann, Stephen C., "Technology's Grand Challenges," in *Academe. Bulletin of the American Association of University Professors*, Sept. 1999, pp. 42-46.

Ehrmann, Stephen C. (2000), "The Flashlight Program: Evaluating Instructional Uses of the Web," *Syllabus*, September 2000, pp. 3-5.

Ehrmann, Stephen C. (2000), "Computer-Intensive Academic Programs: How to Evaluate, Plan, Support and Implement (in that order) Your Campus Technology Investments," *AAHE Bulletin*, 53:3 (November), pp. 7-11.

Ehrmann, Stephen C., (2000) "Technology and Revolution in Education: Ending the Cycle of Failure," *Liberal Education*, Fall, pp. 40-49.

Ehrmann, Stephen C., (2000) "Finding a Great Evaluative Question: The Divining Rod of Emotion," *Assessment Update*, (San Francisco: Jossey-Bass), Volume 12, Number 6, November-December, pages 5-6.

Ehrmann, Stephen C. (2002), "Evaluating the Benefits of Educational Uses of Technology," in *Technology Costing Methodology Handbook (2nd edition)*, Western Cooperative for Educational Telecommunications.

Ehrmann, Stephen C. (2002), "Improving the Outcomes of Higher Education: Learning From Past Mistakes," *EDUCAUSE Review*, Jan.-Feb., pp. 54-55

Ehrmann, Stephen C., (2003) "Keeping Your Eyes on the Prize: Using Inquiry to Increase the Value of Institutional Portals," in Ali Jafari and Mark Sheehan (eds.), *Designing Portals: Challenges and Opportunities*, Hershey, London, Singapore, Beijing: Information Science Publishing, pp. 31-36.

Ehrmann, Stephen C. and John Milam (2003), *Flashlight Cost Analysis Handbook: Modeling Resource Use in Teaching and Learning with Technology* (version 2.0), Takoma Park, MD: The TLT Group.

Ehrmann, Stephen C. and Steven W. Gilbert (2003) "Increasing the Value of Your Course Management System: Five Assessment Strategies" in *Syllabus*.

Ehrmann, Stephen C. (2004) "Beyond Computer Literacy: Implications of Technology for the Content of a College Education," *Liberal Education* (Fall).

Ehrmann, Stephen C. (2005) "My View: Better Feedback Methods Will Help Schools Improve the Way They Teach Students," *Technology Review: An MIT Enterprise*, August. http://www.technologyreview.com/read_article.aspx?id=14689

Ehrmann, Stephen C. (2006), "Electronic Portfolio Initiatives: A Flashlight Guide to Planning and Formative Evaluation," in *Handbook of Research on ePortfolios*, edited by Ali Jafari and Catherine Kaufman, Hershey, PA: Idea Group Publishing.

Ehrmann, Stephen C. Steven W. Gilbert, and Flora McMartin (2006) *Factors Affecting the Adoption of Faculty-Developed Academic Software: A Study of Five iCampus Projects*, Takoma Park, MD: The TLT Group. http://www.tltgroup.org/iCampus/exec_sum_icampus_assessment.pdf

Long, Phillip D. and Stephen C. Ehrmann (2008) "Does an Open Source Strategy Matter? Lessons Learned from the iLabs Project," in *Opening Up Education: The Collective Advancement of Education through Open Technology, Open Content, and Open Knowledge*, Toru Iiyoshi and M.S. Vijay Kumar (eds.), Foreword by John Seely Brown, Cambridge: MIT Press.

Ehrmann, Stephen C., "Matrix Surveys: A New Tool for Improving Online Learning," Proceedings of the 25th Annual Wisconsin Conference on Distance Teaching and Learning (in press).