

Andy Casiello, PhD

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Curriculum Vitae

Established subject matter expert and innovator of online and distance learning development and execution, with a proven record of utilizing cutting-edge technology to create engaging, accessible, virtual educational experiences that drive excellence and increase enrollment. Recognized change management leader with pioneering national and international solutions for higher education and training.

SELECT ACHIEVEMENTS

- Transformed Old Dominion University's online learning program from closed circuit satellite TV learning platform to a global online learning powerhouse, rebranding it as *ODUOnline* and doubling online education enrollment as seen in the <https://online.odu.edu/media/2019-glance-annual-report>, while achieving #1 online college in Virginia (Onlinecolleges.com 2019-2020) and #6 online college in the country (EDsmart 2019-2020).
- Drove National Technological University (NTU) to the forefront of alternative delivery technologies, creating the NTU Online department, building the first network of higher education institutions in the nation to adopt digital television broadcasting via satellite and ultimately the migration to video streaming and online technology. Created a partnership with 57 of the top engineering schools in the country, leading the engineering and technology management for all of the institutions.
- Key member of the executive team at NTU that developed the first for-profit arm of a not-for-profit university, leading the technology integration of PBS' *The Business Channel* organization into NTU, while also driving venture capital fundraising efforts, resulting in \$22 million raised.
- One of the seven authors of the "Hallmarks of Excellence in Online Leadership," which have become the top standards of quality in all aspects of the leadership of online education, and have been endorsed by ACE, Educause, Merlot, Nacubo, NASPA and Quality Matters.

EDUCATION

PhD, Higher Education, 2019

Darden College of Education and Professional Studies, Old Dominion University, Norfolk, VA

- *Doctoral Dissertation: "Adaptive Leadership Approaches in Online Education: A Study of Trust Creation and Change Management in Higher Education"*

Master of Science, Education, 2005

Old Dominion University, Norfolk, VA

Bachelor of Science, Communications Media, 1982

Fitchburg State College, Fitchburg, MA

Associate of Science, Telecommunications Technology, 1979

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Springfield Technical Community College, Springfield, MA

Management Development Program, 2006

Harvard Graduate School of Education, Cambridge, MA

PROFESSIONAL EXPERIENCE

Old Dominion University, Norfolk, VA

2002-Current

Associate Vice President for Distance Learning, 2009 - Current

Director and creator of Old Dominion University's (ODU) Distance Learning operation, now known as "ODUOnline", a \$15 million per year operation with over 60,000 annual course enrollments from all six of ODU's colleges. Oversee a multidisciplinary staff of 150 including educational administrators, instructional designers, marketing and advertising executives, information technology and programming experts, graphic artists, multimedia experts, videographers, editors, creative writers, enrollment coaches, academic advisors, military experts, and outreach professionals with facilities throughout Virginia and the United States, supporting over 100 online programs.

- Created ODUOnline International operation to expand service area and visibility internationally with 26% growth from the 2018-2019 academic year.
- Recruited by ODU leadership to take leadership of distance learning, allowing the complete transformation of the program from an outdated live "extended classroom" model to a versatile, comprehensive model of asynchronous and synchronous learning operations and programs.
- Increased enrollment through increased opportunities, such as a Military Tuition Assistance Rate cap, and expanding online degree offerings.
- Built and executed web-based marketing, social media and advertising outreach process, creating 2500% increase in prospective student inquiries over a ten-month period, using primarily digital media, SEO, retargeting ads, payper-click ads, and Google AdWords.
- Negotiated with university leadership to expand the online footprint through the recruitment of eight new online teams consisting of instructional designers, instructional technologists and multimedia experts to develop online courses in partnership with ODU's world-class teaching and research faculty.
- Established a collaborative committee in 2010 of ODU administrators and faculty and the Virginia's Community College System (VCCS) campus presidents and faculty to effectively manage student enrollment in balance with diminishing state funding that is still thriving. Created strategic a five year Memorandum of Understanding (MOU), which was signed by ODU's President the VCCS chancellor, and the Governor of Virginia, that is updated and extended as needed.

Assistant Vice President for Academic Technology, 2002 - 2009

Managed the Academic Technology Services (ATS), Office of Distance Learning, with a \$4 million annual budget and multidisciplinary staff of 37 professional, technical and administrative personnel. Supported ODU's nationally recognized TELETECHNET distance learning program, which provided more than 100 credit courses per semester to ODU's four regional higher education centers, community colleges, out-of-state sites, hospitals, corporations, federal and state government agencies, military bases, and deployed naval vessels through voice, data, and video technologies.

- Oversaw the creation and implementation of effective online and multimedia-based course design Center for Learning Technologies (CLT), ODU's center for teaching excellence and innovation.
- Renovated distance learning infrastructure, improving reliability, pedagogical capability and efficiency.
- Reduced ODU spending by \$1 million annually by decreasing ongoing telecommunications spending by \$700K/year and distance learning infrastructure costs \$ 300K/year.
- Created HDTV production and distribution environment for university events and distance learning.

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National Technological University, Fort Collins, CO

1992-2002

Vice President of Technology, 1998 - 2002

Vice President at NTU and PBS, the Business and Technology Network, a pioneering institution in distance education and training on the national scale. Supervised a staff of 31 professionals with a departmental budget of over \$2.5 million and profit centers with revenue in excess of \$1.3 million per year. Directed all aspects of technology inclusive of online program development, web development and support, satellite network operations, CDROM and multimedia development, engineering, technical support and facilities management.

- Catapulted NTU to leadership position in distance education with cutting edge alternative delivery technologies, implementing Intranet and multicasting solutions and CDROM based products, staying at the forefront of new technologies through the constant leaps of the decade.
- Key member of the executive management team involved in all aspects of corporate decision-making regarding for-profit initiatives with PBS.

Director, NTU Satellite Network, 1992 - 1998

Converted NTU headquarters facility from a simple receive and monitoring station to Uplink Hub and Central Control facility for the satellite network.

- Developed and implemented the world's first digital compressed television-based satellite network in 1992, launching new developments in distance education technologies such as centralized control of multiple remote university-based uplink systems, direct digital multi-hop satellite links to other countries, and PC based satellite receivers for automated control of customer systems.
- Established NTU's Asia Pacific satellite network, allowing live international delivery via satellite. Personally installed uplink facilities at PanAmSat uplink in California and first downlink site in Kuala Lumpur, Malaysia in fall of 1995, with the assistance of a small engineering staff. Utilized streaming media backhaul into United States from the Asia Pacific feed, to become one of the first applications of streaming video on the World Wide Web, in fall of 1996.
- Lead successful contract negotiations for NTU on two separate satellite space segment purchases valued at over \$25 million.

University of Massachusetts, Amherst, MA

1985-1992

Acting Director/Chief Engineer, Video Instructional Program, 1991 - 1992

Distance education program director serving 1500 high technology engineering professionals, while managing a team of 40+ and a budget of \$1.5 million. Collaborated with department heads and faculty and partnered with the college dean and university leadership to create and achieve college's distance education goals. Liaison to distance education associations AMCEE (Association for Media Based Continuing Education for Engineers), NTU (National Technological University), and MCET (Massachusetts Corporation for Educational Telecommunications).

- Successfully designed and oversaw the installation of \$.5 million multiple earth station, establishing the University of Massachusetts at Amherst as a top contender in distance education, creating the foundation of UMass Online, which is one of the top online public higher education operations in the United States today.

Chief Engineer, Video Instructional Program, 1985 - 1991

Supervised a team of over 25 engineering and operations staff to install and maintain two Ku-band broadcast satellite earth stations, three broadcast quality television studios, cable TV system, editing facilities, two multi-format duplication areas, two complete repair/maintenance facilities, and IBM PC/Macintosh II based Ethernet LAN.

- Brought video instructional program (VIP), an extension of the College of Engineering primarily providing graduate education offerings and degrees, from simple videotape delivery to national level with satellite uplink facility enabling broadcast video operations, videotape distribution and live satellite technology.

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PUBLICATIONS

1. Casiello, A. R. (2019). "Adaptive Leadership Approaches in Online Education: A Study of Trust Creation and Change Management in Higher Education" (2019). Doctor of Philosophy (PhD), dissertation, Educational Foundations & Leadership, Old Dominion University, DOI: 10.25777/1hyw-x597 https://digitalcommons.odu.edu/efl_etds/80
2. Halfond, J. A., Casiello, A.R., Cillay D., Coleman N., V. Cook, LaBrie, J., Niemiec, M., Salley, W. (2015). Hallmarks of Excellence in Online Leadership. UPCEA. <http://www.upcea.edu/hallmarks>, UPCEA.
3. Casiello, A. R., Overbaugh, R., Huling, H., & Blythe, S. M. (2015). Distance learners: Their challenges and successes. In P. A. Sasso & J. L. Devitis (Eds.), *Today's College Students: A Reader* (301-314). New York: Peter Lang, Inc.
4. McKinney, S; Irwin-Devitis, L., Scanelli, B., Casiello, A, and Huling, H., (2014). "Connecting with the Caribbean". Distance Learning Faculty & Staff Publications. 4. https://digitalcommons.odu.edu/distancelearning_pubs/4
5. Overbaugh, R.C, & Casiello, A.R. (2008). Distributed collaborative problem-based graduate-level learning: Students' perspectives on communication tool selection and efficacy, *Computers in Human Behavior* 24(2). 497-515.
6. Casiello, A.R, & Whalen, D. J. (2004). Teletechnet: distance education at Old Dominion University. *Journal of Communications Technology in Higher Education* 8(2). 36-38.

SELECTED PRESENTATIONS

1. Chakrabarti, S., Gazi, Y., Casiello, A., & Lacey, A. (2017). Regulatory and Compliance Aspects of International Online and Continuing Education [online webinar]. University Professional and Continuing Education Association.
2. Chakrabarti, S., Wagner, R., Burns, L., Caron, J., & Casiello, A. (2017, March 23, 2017). Framework for International Online Education: Criteria and Recommendations. Paper presented at the UPCEA Annual Conference, Chicago, Ill.
3. Shiokawa-Baklan, M. S. & Casiello, A. R. (2015, November). Growing Global: Strategic Advancement in International Online Enrollment. Paper presented at the 2015 UPCEA Marketing & Enrollment Management Seminar, hosted by the Leaders in Professional, Continuing and Online Education Association, Denver, CO.
4. Hansen, R., Casiello, A. R., & Uranis, J. (2015, October). Hallmarks of Online Leadership. Paper presented at the UPCEA South Region Conference - Destination UPCEA: Charting a Course for the Future, Savannah, Georgia.
5. Shiokawa-Baklan, M. S. & Casiello, A. R. (2015, October). Winning Through Fundamentals: Back to Basics in International and Global Expansion. Paper presented at the 2015 UPCEA South Regional Conference, hosted by the Leaders in Professional, Continuing and Online Education Association, Savannah, GA.
6. Casiello, A. R. (2015, March 9). How ODU Reinvented Its Distance Education Operation to Succeed in Today's Environment. Paper presented at the Society for College and University Planning (SCUP) 2015 Mid-Atlantic Regional Conference: Planning for Change: Cultural, Technological, and Economic Shifts in Higher Education, Norfolk, Virginia.
7. Blythe, S. M., & Casiello, A. R. (2015, February). The Changing Economics of Distance Education: Old Dominion University Online. Paper presented at the annual conference of the World Universities Forum, Savannah, GA.
8. Casiello, A. R., & Blythe, S. M. (2015, January). Navigating the High Seas: Sailing into Old Dominion University Online. Paper presented at the 2015 Summit for Online Leadership and Strategy, host: UPCEA and ACE, San Antonio, TX.
9. Blythe, S Mitsue, & Casiello, Andrew R. (2014, November 3, 2014). The International Online Learner: Reconceptualizing Student Support Services. Paper presented at the SACSA Annual Conference, Louisville, Kentucky.
10. Blythe, S. M., & Casiello, A. R. (2014, September). Transitions into Online Campuses. Paper presented at the annual conference of the Virginia Educational Research Association, Charlottesville, VA.
11. Casiello, A. R., Blythe, S. M., Nickel, C. E., & Overbaugh, R. (2014, February 21, 2014). Closing the Distance Gap between Online and On-Campus Student Support Services. Presented at the 37th Annual Meeting of the Easter Educational Research Association, Jacksonville, Florida.
12. Overbaugh, R., Casiello, A. R., & Nickel, C. E. (2014, February 21, 2014). The American Graduate Educational Continuity Pilot Project Provided a Digital Learning Objects Repository to Community-Based Agencies Working with School

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- Dropouts: A Look at a Good Project Gone Bad. Presented at the 37th Annual Meeting of the Easter Educational Research Association, Jacksonville, Florida.
13. Nickel, C. E., Overbaugh, R., & Casiello, A. R. (2014). Teaching Presence in 2014: How do we Define it and How do we Do it? Paper presented at the 37th Annual Meeting of the Easter Educational Research Association, Jacksonville, FL.
 14. Casiello, A. R., & Huling, H. (2014, February 14, 2014). Institutional Transformation: Case study on Rethinking Strategy, Relationships, and Practices. Presented at the Transforming the Teaching & Learning Environment: the 2014 PASSHE Virtual Conference, Pennsylvania State System of Higher Education.
 15. Casiello, A. R. (2012). Export Control Issues in Higher Education. Presented at Old Dominion University Darden College of Education Colloquia on Issues in Higher Education Administration. Norfolk, Virginia, November 13, 2012.
 16. Casiello, A. R., Huling, H. & Sax, C. (2012). Institutional Transformation: Rethinking Strategy, Policy, Practices, and Relationships. Presented at UPCEA Seminar on the Management of Online Programs. New Orleans, Louisiana, November 8, 2012.
 17. Casiello, A. R. & Huling, H. (2012). Institutional Transformation: Rethinking 2+2 Relationship within Virginia. Presented at AACSCU-Cisco Higher Education Innovation Initiative. Cisco Telepresence Virtual Conference. April 25, 2012.
 18. Casiello, A. R. (2012). "Articulation and Joint Initiatives Improving Effectiveness Amongst Higher Education in State Systems". Annual Conference of the American Association of College Registrars and Admissions Officers. Philadelphia, April 3, 2012.
 19. Casiello, A. R., Wood, S., Hughes, J. (2012). "Online Education: Challenges and Opportunities at Virginia Higher Education Institutions" State Council of Higher Education for Virginia. Christopher Newport University, March 19, 2012.
 20. Casiello, A. R., (2011). Right Where You Are", Distance learning overview, Council on Virginia's Future, October 3, 2011, Richmond, Virginia.

PROFESSIONAL AFFILIATIONS

Member, University Professional and Continuing Education Association (UPCEA)
Educause and ECAR Member, 2005 – Present
Member, Golden Key International Honor Society
Member, The Honor Society of Phi Kappa Phi
Federal Communications Commission, General Radiotelephone License
Massachusetts Master Technician # 9036 Amateur
Extra Class FCC License - AG4XI
Amateur Radio Relay League, Volunteer Examiner

HONORS

Formal Letter of Commendation, presented jointly by National Technological University, and National Technological University Corporation Presidents Lionel V. Baldwin and John C. Farrell, 1999
Outstanding Achievement Award for development of NTU Uplink and Control Center, National Technological University, 1995
Dean's Distinguished Service Award, University of Massachusetts at Amherst, 1992

GRANTS AWARDED

Virginia Governor's Productivity Investment Fund - \$ 500,000, Video Streaming Program Expansion, 2007

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Virginia Governor's Productivity Investment Fund - \$ 125,000, Learning Pod Development, 2008
Department of Commerce, NTIA/PTFP Funds – Development of MPEG2 Satellite Delivery System, 1999
Department of Commerce, NTIA/PTFP Funds – Development of NTU Home Learner Satellite Delivery System, 1998

PRINCIPAL INVESTIGATOR ROLES

Principal Investigator, US Navy Expeditionary Logistics online course development, in concert with ITA International, developed two full length courses. Designed to provide mid-senior enlisted sailors and junior logistics officers with a broad understanding of expeditionary logistics systems and organizations. \$ 450,000.00 (2009-2010)

Principal Investigator, Virginia Tobacco Commission, ODU College of Health Sciences, Nursing Education Promotion and Information website. 2009. \$ 90,000

Principal Investigator; Joint Forces Staff College; Interactive Multimedia Courseware (IMI) Advanced Joint Military Education (AJPME) Curriculum Reserve Component Joint Professional Military Education (RC JPME) Program; \$988,425; Active (April 2003 – December 2003); 9 man months

BOARD MEMBERSHIPS

University Continuing and Professional Education Association, Board of Directors, March 2017 – March 2019

Riverside College of Health Careers, Online Advisory Board, 2017 - Present

Roanoke Higher Education Center, Board Member, October 2009 – Present

Southwest Virginia Higher Education Center, Board Member, July 2009 - Present

Centura College, Advisory Board member, January 2003 – Present

National University Telecommunications Network (NUTN), Advisory Board Member, September 2003 – May 2007

Association for Media Based Continuing Education for Engineers (AMCEE), Advisory Board Member, September 2003 – 2008

CURRENT UNIVERSITY SERVICES/COMMITTEES

Co-Chair, Virginia Community College System and Old Dominion University Joint Workgroup 2009 - Present

Chair, Distance Learning Advisory Committee, 2009 – Present

Chair, Campus-Wide Video Streaming Development Team, 2006-Present

Co-Chair, Teaching with Technology Committee, 2009 - Present

Member, Quality Enhancement Plan (QEP), 2011-Present

Member, Student Engagement and Enrollment Services, Assistant Vice President Search Committee, 2012

Member, Council on International Initiatives, 2009 - Present

Member, University Strategic Planning Executive Committee, 2009

Member, Community College Leadership Program Advisory Board, 2009 - Present

Member, University Website Redevelopment Committee, 2009 - Present

Member, College of Education, Dean Search Committee, 2009

Member, Emergency Notification System Committee, 2007-Present

Member, Enrollment Management (DL/Technology) Committee – 2008-Present

Provost Search Committee – August 2007 - January 2008

Information Technology Advisory Council (ITAC), member, Old Dominion University, January 2002 – Present

University Internet Committee – October 2002 – 2004

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University Research Interest Group member – March 2004 - Present