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Professional Experience:

- *Director, Digital Seminarian*

Meri MacLeod travels widely as she advises academic leaders in the U.S. and globally. The emerging new forms of online and blended learning are important areas of her research and expertise, as is successful innovation in higher education. Meri has a special interest in the adaptive redesign of educational systems for a 21st century context, including the changing patterns of national and global cultures. In 2009 a sabbatical research project refined her vision and energized her as a catalyst to launch a global online consortium. Christian schools, mission organizations, and churches from North and South America now participate in this collaborative community that fosters innovative learning models while sharing the costs of a world-class online learning platform.¹ As a result of her work, one school president recently acknowledged Meri as a “strategic player in international evangelical theological education.”

As a consultant, Meri resources senior educational leaders as they guide their school in the embrace of new student populations and changing program expectations positioning them for sustainability in the 21st century. This includes: introducing enrollment and retention strategies for adult students and students of color, conducting faculty workshops for online teaching and learning, mentoring faculty while they teach online, and guiding administrators in all program areas, especially effective support systems for student success. Her international work included the creation of a contextual approach to serving the educational needs of the church in the “Global South,” and a grant funded multi-year research study on emerging innovation in theological schools in the majority world. Articles for international publications have been solicited as a result of this work.

Meri brings a collaborative and personal approach to her coaching, training, and consultations. Key to her work is listening to the particular interests and concerns of each client and approaching their needs with a fresh perspective and preparation. Interactive technology is often a key component of the educational designs she guides, as is attentiveness to a school’s changing student demographics. Dr. MacLeod teaches at the Masters and Ph.D. level.

- *Director, Distance Learning Master of Divinity and Associate Professor of Educational Leadership*
Western Theological Seminary, Holland, MI

Led the institution in all areas of program development for the new distance MDiv including the accreditation approval process. Responsibilities included: vision and leadership, planning and budgeting, staffing, new course development, design and implementation of new program components, design and monitoring of evaluations fostering continual improvement, faculty development, student support,

¹ The *LikeBerea* Consortium utilizes the Sakai open-source learning platform that has been adopted by premier universities around the world including University of Amsterdam, Stanford University, Indiana University, University of Cape Town, Istanbul Kultur University, Stockholm University and the University of South Africa. (<http://www.sakaiproject.org/organization-list>) The consortium model provides a collaborative community of colleagues for enhanced faculty development with an overall annual cost of approximately 20% of other licensed or hosted platforms. Sakai was chosen for its highly collaborative design and can support many forms of learning and ministry innovation.

strategizing for program growth (achieved unusually high retentions rates) and technological advancement across the seminary, advised the dean and faculty on outcome assessment processes, and taught regularly. Reported to the Board of Trustees and served on the President's administrative cabinet, academic program cabinet, M.Div. program and admissions committee, institutional technology committee, advised in the area of assessment for the Doctor of Ministry (D.Min.) program and the continuing education program of the Sustaining Pastoral Excellence Lilly grant.

- *Dean, School of Professional Studies*

Colorado Christian University, Lakewood, CO

Led the non-traditional adult programs offered at four cities across the state with a total of 900 students, 22 staff, and a \$5 million budget. Responsibilities included: management of staff teams and site leadership development, enrollment and admissions services, budget and facilities management, student services, faculty hiring and development, program expansion, improvement of academic standards and teaching. Developed collaborative working relationships to gain approval of a new business curriculum, increased competency of staff, prepared for a self-study review by the regional accreditation agency, maintained consistent enrollment during a period of severe staff shortage, secured a new admissions staff position for a new targeted strategy in recruitment, created a new student orientation and upgraded a severely outdated computer lab. Member of the dean's council and the president's university strategic planning council.

- *Special Doctoral Faculty, School of Education*

Colorado State University, Ft. Collins, CO

Dissertation committee member for Ph.D. candidate in adult education.

- *Assistant Professor*

Fuller Theological Seminary, Colorado Springs, CO

Taught in the areas of Spiritual Formation and Church Ministry. Courses included the following: Christian Perspective on Popular Culture, Teaching the Bible, and Teaching and Leading in the Church. Proposed electives included Leadership Development and Effective Management, Teaching for Christian Formation, and Empowering the People of God. Faculty participant in the ATS self-study review, spring 2001.

- *Co-founder and Vice President*

WorkPlace Influence, Inc.

Provided leadership of an innovative ministry that equipped Christians to live out their faith in the workplace. Special emphasis was on the issues facing women and the new opportunities in a postmodern culture. Conducted a research study of working women through interviewing focus groups of Christian women in local churches. Developed training workshops in leadership skills, workplace ministry, and outreach in a postmodern world. Responsibilities included budget management, creation and implementation of strategic plans, project management, and facilitation of collaborative partnerships with business professionals.

- *Associate Director, Women of Influence Division*

The Navigators

Led the revitalization of a declining national ministry. Innovated a partnership ministry model with local churches. Provided leadership for strategic planning, marketing, creative resources and curriculum for training seminars. Secured \$100,000 grant for field-testing a first-of-its-kind interactive Bible study design that fostered collaborative learning among church members. It became a published series and new income stream. While long out of print it is still requested for evangelism studies in Europe.

- *National Training Coordinator*

International Students, Inc.

Directed the national staff training program that prepared Americans to minister effectively with international students at secular universities. Created training curriculum utilizing non-formal and experiential educational designs for men and women of diverse experiences and ages. Managed projects and budgets. Wrote a new ministry publication, *Befriending International Students*.

- *Campus Staff*

InterVarsity Christian Fellowship

Created a new IVCF chapter at the Thunderbird Graduate School of International Management in Glendale AZ, supervised campus ministry at Northern Arizona University and was a member of the staff team at Arizona State University. Conducted student training in leadership skills, small group Bible discussions, discipleship, and evangelism for graduate, undergraduate, and international students. Supervised staff volunteers and Fuller Seminary interns. Directed numerous student programs.

- *Church Planting Associate Pastor*

Shared Life Fellowship, Phoenix, AZ

Leadership for innovative new church plant. Involved with teaching, discipling and counseling adults. Created inter-generational curriculum for summer programs with several area churches.

- *Associate Editor, Curriculum Writer*

Dynamic Church Ministries, with Dr. Larry Richards

Creative writer for children's Sunday school curriculum, *Sunday School Plus*. Conducted teacher training seminars in local churches.

- *Associate Minister of Education*

Park Street Church, Boston, MA

Directed Christian Education programs for nursery through Junior High. Created new ministries for mothers of young children and school based programs for urban youth. Wrote curriculum, conducted teacher training, supervised approximately 50 volunteers from college-age to older adult, developed teaching teams that dramatically reduced burnout, turnover, and established consistency in volunteer participation. Created a new seminary intern program, and was the northeast regional trainer for *Sunday School Plus* developed by Dr. Larry Richards.

- *Director of Christian Education*

Ruggles Baptist Church, Boston, MA

Directed Christian Education, created several new programs, revitalized existing program, provided ministry assessment and strategic vision for troubled ministry. Trained Sunday School teachers and small group leaders, created training curriculum, supervised and disciplined college students.

Education:

- Ph.D.-- 1994: Educational Studies. Trinity International University, Deerfield, IL.

Special Emphasis: Adult Learning Theories, Intercultural Studies with Dr. Paul Hiebert and Dr. Ted Ward

Dissertation Director: Dr. Ted Ward, Dean of Ph.D. in Educational Studies and Intercultural Studies

Dissertation: *Faculty Values, Motives, and Perceptions of Institutional Goals in an Evangelical Theological Seminary Experiencing Change*

- M.R.E. - 1977: Christian Education. Gordon-Conwell Seminary, S. Hamilton, MA.

- B.S.- 1974: Elementary Education. Bridgewater State College, Bridgewater, MA.

Publications:

- “*State Authorization: What It Requires and How To Become Compliant*,” a white paper for college and seminary administrators. September 2014. Available at: www.digitalseminarian.com/resources
- “The Future is Here: Changing the Way People Learn,” *Common Ground Journal*. 2014. Vol. 11 No. 2 (Spring): 72-77. ISSN: 15479129. URL: www.commongroundjournal.org. Forthcoming reprint in *Journal for Theological Education and Mission* published by New India Bible Seminary in Kerala, South India. Spring: 2015.
- “Assessing Online Learning,” in *Best Practices of Online Education: A Guide for Christian Education*. Mark A. Maddix, James R. Estep and Mary E. Lowe editors. Charlotte, NC: Information Age Publishing, 2012, p. 173-181
- “The Case for Distance Learning in Theological Education: Six Strategic Benefits of Interactive Web-based Distance Learning” in *Colloquy* published by The Association of Theological Schools. Vol. 18, No. 2, Spring 2010.
- Co-editor Spring 2010 issue of *Common Ground Journal*, an online journal for ministry leaders around the world. Issue theme: Opportunities and Challenges of Technology in Ministry. Reprinted “Distance Learning and the Master of Divinity Degree: A Fully Blended Program Model.”
- Peer reviewer for a special issue on “The Impact of Academic Globalization on E-Learning” in *The Internet and Higher Education Journal*, 2009-10.
- “Spiritual Formation in Theological Distance Education: An Ecosystems Model” *Christian Education Journal*, Series 3, Vol. 7, No. 2, 2010, contributing author.
- “Distance Learning and the Master of Divinity Degree: A Fully Blended Program Model” in *Theological Education* published by the Association of Theological Schools, Vol. 43, No. 2, 2008.
- “Metaphysics” in Baker’s *Dictionary of Christian Education*, 2001.
- “Equipping the Church for Incarnational Ministry: Reflections of an Educator” in *Gospel and Culture Network* newsletter, 1998.
- Bible Discussion series - *The Uniqueness of Jesus, Jesus on Relationships, and Farewell Teachings of Jesus*. NavPress, 1996. A conversational design for Bible discussions in a postmodern culture.
- “Maturity: More Than Meets the Eye,” one of three contributing authors, *Discipleship Journal*, 1991.
- *Discipleship Handbook*. InterVarsity Press, 1988. One of three co-authors.
- Several International Students publications including *Becoming a Friend with an International Student*, Inc., 1990.

Professional Presentations/Consultations/Research:

- *Toward Distance Education Standards: An Institutional Report* presented to the Association of Theological Schools Accreditation Visiting Team. New Brunswick Theological Seminary, New Brunswick, NJ. October 22, 2014.
- *Assessing Your Program’s Effectiveness with Utilization Focused Evaluation and Department of Education Regulations: How They Affect Distance Education*. Workshops presented at the Pedagogy and Technology Conference of the Appalachian Colleges and Universities Lamp Consortium, August 2012.
- Video series commissioned by the Institute for Excellence of Overseas Council International on “*Unconventional Educational Practices in Majority World Theological Education*.” July 2014. Available at: www.digitalseminarian.com/videos
- *Technology Supported Teaching and Learning* – a faculty discussion with Vanderbilt University Divinity School faculty, *The Future of Teaching and Learning in the 21st Century* - doctoral student

class session, and a workshop for all divinity school doctoral students on *Preparing to Teach Your First Online Course*, October 20-22, 2013.

- *Global Strategies and Market Analysis* for Christian University GlobalNet, a ministry of RBC, September 14, 2013.
- “*Unconventional Educational Practices in Majority World Theological Education.*” A qualitative research study commissioned by Overseas Council International. August 2013.
- *Going Global: Incorporating Cultural Distinctives in Online Course Design and Teaching.* Professional development presentation, ACCESS conference at Abilene Christian University, March 2013.
- Strategic planning consultant for ProMETA in Costa Rica, online Spanish-language graduate programs for ministry, February 2013.
- Faculty consultation on change, program redesign, and online learning. New Brunswick Theological Seminary, January 2013.
- Consultation on pastoral formation for Anglican priests at Nashotah House and Nigeria, September 2012.
- Assessment of online course design for Christian University GlobalNet, July 2012.
- *Changing Paradigms: Technology Reshapes 21st Century Pedagogy.* Faculty workshop for the Pedagogy and Technology Conference of the Appalachian Collages and Universities Lamp Consortium, August 2012.
- *Learning Centered Distance Education.* Presentation for the visiting committee of the Graduate School of Theology of Abilene Christian University, April 2012.
- *Assessing Student Learning Online.* Faculty workshop for the Pedagogy and Technology Conference of the Appalachian Collages and Universities Lamp Consortium, July 2011.
- Research director for *Unconventional Theological Education in the Majority World*, an ethnographic research study on patterns of innovation across nine schools, 2010-2013.
- *Distance Education and Online Learning.* Presentation for the North American Professors of Christian Education, October 2010.
- Faculty consultation on distance learning at Calvin Theological Seminary, June 4, 2010.
- Visiting professor at Trinity International University for a Ph.D. seminar on “*Leading the Embrace of Technology for Ministry and Education,*” June 2010.
- Participant with the National Consultation on Spiritual Formation and Distance Learning funded by the Wabash Center, 2007-2009. Series of three publications followed
- Preconference seminar on “*Leading Missional Change*” for Presbyterian Global Fellowship, 2008.
- Faculty consultation on the “*Next Generation Distance Learning*” for Evangelical Theological Seminary, 2008.
- Keynote speaker and workshop facilitator on distance learning in theological education, hosted by Moscow Theological Seminary and the Euro-Asian Accrediting Association, 2008.
- Consultation for senior leadership of Gordon-Conwell Theological Seminary on Distance Learning, “*On the Threshold of a Strategic Opportunity*”, 2007.
- Consultation on educating elders sponsored by the Elder’s Institute, international gathering of Reformed denominations from Scotland, New Zealand, Canada, and U.S., 2007.
- Faculty workshop – Creating a Distance Learning Program, Kuyper College, Grand Rapids, MI, spring 2005.
- Elder Training for Albany Classis, Reformed Church in America, 2005.
- Guest Lecturer for Ph.D. in educational Studies program, seminar in higher education administration, Trinity Evangelical Divinity School, January 2003.
- Keynote speaker on leading change and appreciative inquiry, forums for the Network of Presbyterian Women in Leadership, a ministry of Presbyterians for Renewal; Tacoma, Baltimore, Colorado Springs, Houston, 2005-10.

- Participant in Ward Consultation on Brazilian theological education, Anapolis, Brazil, 2006. One of five Americans invited.
- Seminary representative for the Association of Theological Schools/Wabash workshop on Educating Clergy, Chicago 2005.
- Participant in the Ward Consultation on Eastern European theological education, Czech Republic, June 2005.
- Selected for the Women in Leadership in Theological Education workshop sponsored by Association of Theological Schools, fall 2004.
- Participant in the Ward Consultation to create an international consortium Ph.D., Switzerland, May 2003.
- Seminary representative to the Association of Theological Schools workshop on assessment, fall 2002.
- Lay training series on Leadership Practices for Effective Ministry, Covenant Presbyterian Church, Colorado Springs, CO, 2000.
- Fuller Seminary Lectureship series, First Presbyterian Church, Colorado Springs, "Effective Evangelism in Today's Workplace," 1998.
- Seminars for church leaders in various ministry topics from 1996-2001 include the following: Ministry in a Postmodern Culture, Turning Small Groups into Learning Communities, Teaching the Bible in a Postmodern World, Empowerment Leadership for Today's Workplace, Talking about Jesus at Work, Discover Today's Postmodern Culture Through the Movie Lens, Using Contemporary Movies for Discipling Children.
- Research Consultant - Focus on the Family, 1995. Investigating a new radio program for businesswomen.
- Conference speaker, Single Adult Ministries, 1995.
- Research Study - "The Perceived Needs and Concerns of Christian Marketplace Women." A qualitative, multiple interview research design to identify the concerns facing Christian marketplace women and the degree to which these concerns are being met by the local church, 1994-1996.
- Fuller Seminary lecture series "Modernity or Postmodernity - Does it Really Matter?" Lectures presented at First Presbyterian Church, Colorado Springs, 1994.
- Consultation on "Adult Learning Theories" for InterVarsity Christian Fellowship Regional Staff Training, Denver, CO., 1991.
- Consultation on "Adult Learning Theories" for The Navigators Career Development Team, Colorado Springs, CO, 1991.
- Lay training series in "Managing Volunteers Effectively" for Covenant Presbyterian Church, Colorado Springs, CO, 1991.
- Seminar - "Recruitment and Motivation of Volunteers" for the National Conference of the Association of Christian Ministries to Internationals, Boston, MA, 1991.
- Seminar - "Effective Training of Adult Volunteers" for the local chapter of Directors of Volunteers in Agencies, Colorado Springs, CO, 1990.
- Seminar - "A Comprehensive Strategy for Effective Staff Training" for the Board of Directors, International Students, Inc., 1990.
- Seminars - "The Motivations of Adult Learners" and "Understanding Learning Styles" for the National Education Consultation of The Navigators, Colorado Springs, CO, 1990.
- Consultation for Radio Bible Class writers and editors. Presentation on "How to Write for Today's Multicultural Audience", Grand Rapids, MI, 1990.
- Seminar - "Effective Strategies for Volunteer Involvement" for International Students staff, Denver, CO, 1990.

- Seminars - "Recruitment and Motivation of Volunteers" and "Strategies for Developing International Student Leaders" for the National Conference of the Association of Christian Ministries to Internationals, Seattle, WA. 1989.
- Presentation on "National Assistance Opportunities for PRC Students and Scholars" for Denver University, Denver, CO, 1989.

Professional Memberships:

- Council of Distance Learning Directors in Theological Education
- National Association of Professors of Christian Education
- The Association of Christian Distance Education

Service to the Church

- Association of Theological Schools, Technology in Theology Group
- Presbyterians for Renewal, Lydia Scholarship Reader 2012
- Christian University Global Net of RBC Ministries, board member 2012-2015
- Good Samaritan Ministries of Holland Michigan, volunteer driver 2010-2011
- Network of Presbyterian Women in Leadership, leadership team advisor 2006- 2009
- Presbyterians for Renewal, board member 2002-2006

Church Affiliation:

- Ordained elder in the PCUSA and active member of First Presbyterian Church, Holland MI