

ALAN J (AJ) KELTON

Academic Leader | Digital Education Strategist | Equity-Focused Innovator

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EDUCATION

Ph.D., Educational Communication & Technology, New York University

Dissertation: Formation and Composition of Student Groups as a Teaching Methodology

Committee: Christopher Hoadley (Chair), Camillia Matuk, Francis Stage

M.A., English/Writing Studies, Montclair State University

Thesis: Culture, Access, Technology, and the Basic Writer

B.A., English/American Literature, Montclair State University

PROFESSIONAL EXPERIENCE

Montclair State University, Montclair, NJ

College of Humanities and Social Sciences (CHSS)

Program Manager, Curriculum and Enrollment Management

January 2025 to Present

- Support faculty through the curriculum proposal and approval process for new and revised programs, including certificates, minors, and majors
- Design, deploy, and assess student and faculty surveys using Qualtrics to inform curriculum planning and identify opportunities for program improvement
- Serve as Coursera Implementation Lead, providing guidance and support for integrating open-access modules into online and hybrid courses
- Explore and evaluate technologies—such as Smartsheets and AI tools like ChatGPT—to enhance curriculum design, process efficiency, and faculty workflow
- Monitor the status of curriculum proposals and prepare documentation and visual aids to support academic planning and communication
- Collaborate with faculty across departments to support interdisciplinary initiatives aligned with student persistence and academic innovation

Director, CHSS Digital Media CoLab (DMcL)

September 2020 to January 2025

- Oversaw the expansion and rebranding of the Center for the Digital Humanities into the CHSS Digital Media CoLab (DMcL)
- Managed processes for developing, monitoring, and updating Learning Experience Modules (LEMs), which combine scaffolded assignments and assessments to support applied digital skills and enhance course delivery
- Contributed to the design and implementation of the Digital Skills Program for Federal Work Study Students (DSPFWS), the primary use case for LEMs
- Facilitated a structured learning experience for student workers that included digital media training and mentoring components
- Helped align DSPFWS activities with career-readiness goals, offering students both practical skill development and paid work-study opportunities

Director, Center for the Digital Humanities (CDH)**January 2017 to September 2020**

- Established and led a center focused on digital humanities research, scholarship, and grant activity
- Planned and coordinated the redesign of 1,500 square feet into a flexible space for research, events, and collaboration, including a resource lab and conference area
- Formed and worked with a six-member Faculty Advisory Committee to guide priorities and planning
- Organized and hosted Digital Humanities Day and a GIS in the Humanities day-long workshop
- Reviewed and awarded five internal Summer Digital Humanities Grants to support faculty projects
- Transitioned student training for center-supported work to a fully online format
- Secured a \$65,000 internal grant to upgrade presentation technology, enable livestreaming/recording, and add a media quiet room
- Represented Montclair State University as one of six founding institutions in the New Jersey Digital Humanities Consortium

Director, CHSS Emerging & Instructional Technology**April 2008 to January 2017**

- Designed and implemented the first web-based assessment system for evaluating hybrid and online courses in the College of Humanities and Social Sciences (CHSS)
- Wrote the application that led CHSS to be named one of three national finalists to replace Duke University as the Institutional Partner in HASTAC
- Provided regular guidance to CHSS administration on the development and performance of hybrid and online learning initiatives
- Collaborated on a research project with the Associate Dean to address high withdrawal (WD) rates in online and hybrid courses
- Partnered with the campus Writing Studio to improve instructional strategies for studio-based courses
- Launched and managed the college's social media presence until a permanent communications role was established
- Delivered on-site workshops and training sessions for faculty to support technology-enhanced teaching

Director, CHSS Technology Services**June 2003 to April 2008**

- Establish the first non-centralized, locally-funding technology support unit at MSU
- Awarded a Performance-Based Promotion
- Supervised technology provision and help desk support for 400+ CHSS full-time faculty members, adjunct instructors, administrators, and staff, with supervision of three full-time staff and up to a dozen students per semester
- Worked with instructors to identify ways to apply, adopt, and develop academic technology

Special Assistant to the CHSS Dean**November 1997 to June 2003**

- Maintained and developed the local Access database system designed to support administrative needs such as overload and the faculty scholarship program
- Crash recovery. migrated from Access to FileMakerPro. Eventually these services were replaced by a centralized service
- Replaced over 200 VAX units with the first desktop computer in faculty offices

College of Education and Human Services (CEHS)

Second life Project Coordinator

2008 - 2009

- Consulted with the Dean and Associate Dean of the College of Education and Human Services (CEHS) on strategies for incorporating virtual world technologies into academic initiatives
- Collaborated with CEHS faculty to develop, design, and build course components for use in immersive virtual environments

Technology & Platform Expertise

- **Curriculum & Academic Operations:** Canvas, Coursera (Admin), DegreeWorks, Cognos, DesignLabs, Navigate360, Nest, Suitable, Tableau
- **Administrative & Planning Tools:** 25Live, Workday, SmartSheets, SNOW, WhenIsGood, Handshake, Harvest
- **Research, Assessment & Writing:** Qualtrics, CayUse IRB, MaxQDA, Scrivener, StoryMaps
- **Project & Workflow Management:** Asana, SmartSheets, ToDoist
- **Communication & Collaboration:** Zoom (Meetings/Webinars), Google Meet, Slack, WordPress, Constant Contact
- **Content Creation & Multimedia:** Panopto, Keynote, Audacity, YouTube Studio
- **Productivity Suites & OS:** Microsoft Office Suite, Google Suite, Mac, Windows
- **Virtual & Immersive Learning Environments:** Second Life, Imprudence, Singularity

Teaching Experience

Montclair State University

- **URHS 404 – Urban Humanities Digital Skills Training - Online**
Fall 2025 (scheduled)
- **HUMN 160 – Digital Transformations in the Humanities - Online**
Fall 2025 (scheduled), Spring 2025, Fall 2024 (8-week), Fall 2024
- **ENWR 105 – Introduction to College Writing I - Hybrid**
Spring 2008, Fall 2007
- **PSYC 199 – New Student Seminar - Hybrid**
Fall 2005, Spring 2006, Fall 2006, Spring 2007, Fall 2007
- **ENWR 106 – College Writing II: Writing and Literary Studies**
Spring 2004
- **ENWR 100 – Introduction to Basic Writing**

Spring 1998 (TA), Fall 1998 (GA), Spring 1999 (GA), Fall 1999 (GA)

New York University

- **AMLT-GE-2073 – Education & Social Reform: South Africa Study Abroad**
Summer 2014

RESEARCH

Mapping a Sense of Place - CoPI **2021 - Current** **(Dr. Marisa Trubiano)**

Intercultural communicative citizenship (ICC)—the ability to engage across cultures with a focus on social justice and equity—is a vital skill in today’s globalized world. World language and culture courses provide ideal opportunities to develop ICC, helping students understand new worldviews through language. These worldviews are often rooted in place but can also transcend geography, fostering awareness of how "living in a language" shapes identity and understanding.

Digital Media Needs Assessment for Humanities and Social Sciences Teaching and Research - PI **2020 - 2024**

The survey gathered data on past, current, and potential future use of digital media and educational technology by faculty teaching in the College of Humanities and Social Sciences at Montclair State University during Spring 2020. The results served as a needs assessment to guide planning, set priorities, and allocate limited resources toward the most impactful programs and initiatives.

Counselor Educators Use of Group Work - Co-PI **2019 - 2021** **(Dr. Edina Renfro-Michel)**

AWARDS AND RECOGNITION

Steinhardt School Graduate Class Representative at Commencement, NYU (2019)

Selected to represent the graduate student body of NYU’s Steinhardt School of Culture, Education, and Human Development on the dais at the university’s commencement ceremony at Yankee Stadium.

NJEdge Award for Excellence in Educational Technology (2018)

Celebrates significant service to the higher education community at large, along with meaningful contributions to Montclair State University and its College of Humanities and Social Sciences.

Innovation Scholars Scholarship (2018)

Awarded to graduate students poised for leadership in education and talent innovation, the Innovation Scholars Program included a fully funded scholarship to attend the 2018 ASU GSV Summit.

May and Samuel Rubin Award (2011-12)

Presented to an NYU doctoral student in Educational Communication and Technology in recognition of academic excellence and strong commitment to the discipline.

Erwin and Hazel Digman Award (2009-10)

Recognizes students in NYU's Department of Administration, Leadership, and Technology for demonstrated academic excellence.

PROFESSIONAL AND PUBLIC SERVICE

National and Institutional Service

Leadership roles in academic innovation networks and advisory panels at both institutional and national levels.

2022-Present	Seeing What Takes Place Consultant https://www.immersivereligion.org/home/team
2012-Present	Emerging Learning Design Journal , Co-Editor-in-Chief https://digitalcommons.montclair.edu/eldj/
2010-Present	Emerging Learning Design , Founder/Executive Director
2009-Present	Virtual Worlds Education Roundtable , Founder https://vwer.info/
2017-2018	New Jersey Digital Humanities Consortium Steering Committee https://vale.njedge.net/wp-content/uploads/2018/03/P15.-The-New-Jersey-Digital-Humanities-Consortium.pdf
2017-2018	EDUCAUSE Horizon Report Higher Education Expert Panel 2018 - https://library.educause.edu/resources/2017/2/2017-horizon-report 2017 - https://library.educause.edu/resources/2018/8/2018-nmc-horizon-report
2010-2017	Emerging Learning Design Conference , Chair https://digitalcommons.montclair.edu/eldc/
2010-2014	EDUCAUSE Games & Learning Constituent Group, Founder https://www.educause.edu/community/games-and-learning-community-group
2008-2014	Western Governors University IT Advisory Committee
2007-2013	EDUCAUSE Virtual Worlds Constituent Group, Founder
2009-2010	EDUCAUSE 2010 Mid-Atlantic Regional Program Committee
2009	Cecil College 2010-2015 Strategic Planning Committee
2005-2008	EDUCAUSE Quarterly Editorial Committee
2002-2008	EDUCAUSE Distributed Technology Support Constituent Group, Founder

UNIVERSITY SERVICE

President Appointment

2004-2007 President's Commission on Affirmative Action

Provost Appointment

2012–2013 Canvas Review Core Committee

2010–2014 Quality Matters Institutional Representative

2010-2013 Online Program Development Team

Mission: *investigate the university's position in the online market, design/develop administrative, academic, and technology plans for initial program implementation, and successfully implement MSU's first two fully online programs.*

2012 - Assessment Subcommittee (chair)

2010–2012 University Learning Management System Working Group

Search Committees

2017 CHSS Career Advisor, *Chair*

2017 Assistant Registrar for System and Technology

2014-2015 Executive Director of Online and Extended Learning

2014 CHSS Communications and Web Content Manager

2007 Associate Director Technology Services, Grad School, *Chair*

2005 College of Education and Human Services Tech Coord.

Asst. Director, Facilities Management Information Systems

2003 Help Desk Manager

University Senate

1998 - 2017 Academic Technology Committee
Chair 2001-3 & 2008-10, elected

2013-2016 2013-2016 Professional Staff Representative, *elected*

2014-2015 2014-2015 Institutional Repository Task

- 2013-2015 Executive Board, *elected*
Administrative Affairs Council, Chair
- 2011 Hybrid Online Subcommittee
- 2004-2007 Professional Staff Representative, *elected*

PUBLICATIONS

- Kelton, AJ (2016). Learning in Virtual Worlds: What Are We Missing. IENetworker, Fall, 41-42,50. Institute of International Education, New York.
- Kelton, AJ (2011). Speaking Personally—With Larry Johnson. American Journal of Distance Education, 25(2), 121-127. doi:10.1080/08923647.2011.568239. Retrieved from <https://www.tandfonline.com/doi/full/10.1080/08923647.2011.568239#d1e102>
- Kelton, AJ (2011). The View From Here. International Journal of Gaming and Computer Mediated Simulations, 3(1), iii - vii. Retrieved from https://www.researchgate.net/publication/289042081_The_view_from_here
- Kelton, AJ (2008). Virtual Worlds? “Outlook Good.” EDUCAUSE review, 43(5), 14-22. Retrieved from <http://www.educause.edu/ero/article/virtual-worlds-outlook-good>
- Kelton, AJ (2007). Second Life: Reaching into the Virtual Worlds for Real World Learning. Boulder, CO: EDUCAUSE Center for Applied Research (ECAR). Retrieved from <http://www.educause.edu/ECAR/SecondLifeReachingintotheVirtu/161863>

SELECT PRESENTATIONS & WORKSHOPS

All presentations and workshops (other than keynotes) were peer-reviewed, unless otherwise indicated.

Keynote

- Kelton, AJ (2013, November). Town Hall Meeting on Emerging Instructional Technology and Design. Presented at the SJSU School of Library & Information Sciences Fall 2013 Colloquia, SLIS Island, Second Life.
- Kelton, AJ (2013, January). Emerging Pedagogy. Presented at the January 2013 Faculty Retreat, Chaminade University, Honolulu, HI USA.
- Kelton, AJ (2009, December). The Shifting Landscape: Virtual Worlds in Education. Presented at the Center for Innovative Education 21st Century Learning Conference., Union, NJ, USA.

Kelton, AJ (2008, August). Using Tomorrow 's Technology in Today's Teaching. Presented at the Fundacao do Desenvolvimento Administrativo (FUNDAP), Sao Paulo, Brasil.

Panel

Friedlander, B., Kelton, AJ, & Renfro-Michel, E. (2013, November - Invited). Creating the Ideal Classroom: How Students Learn with Tech Access. Presented at the American Conference on Diversity, Montclair State University. Montclair, NJ USA.

Evans, R. & Kelton, AJ (2012, November - Invited). Digital Access: Technology and the Digital Divide. Presented at the 12th Annual Diversity Issues in Higher Education Conference, Saint Peter's University. Jersey City, NJ USA.

Fails, J., Festa, G., Ho, T., Kelton, AJ, Miele, G., & Nicosia, L. (2012, June - Invited). Montclair State's iBooks/Author Pilot Project. Presented at the Emerging Learning Design Conference, Montclair, NJ USA. Retrieved from <https://digitalcommons.montclair.edu/eldc/2012/all/16/>

Jorn, L. A., Kelton, AJ, Lippincott, J. K., & Stuart, C. (2008, October). Emerging Learning Spaces. Presented at the EDUCAUSE Annual Conference, Orlando, FL, USA.

Joosten, T., Kelton, AJ, Keyek-Franssen, D., Shapiro, W., & Taylor, S. (2008, October). Assessment in Student Experience in Second Life. Presented at the EDUCAUSE Annual Conference, Orlando, FL, USA. Retrieved from <https://events.educause.edu/annual-conference/2008/proceedings/assessing-the-student-experience-in-second-life>

Workshops

Eisert, D., Kelton, AJ, & Smith-Robbins, S. (2010, October). Down the Rabbit Hole: Augmented and Alternate Reality for Learning. Preconference, Presented at the EDUCAUSE Annual Conference, Anaheim, CA, USA.

Kelton, AJ, & Smith-Robbins, S. (2009, November). Web 2.0 and the Changing Face of Education: Hands-On "Prosumer" Education in Practice. Pre-conference, Presented at the EDUCAUSE Annual Conference, Denver, CO, USA.

Kelton, AJ, & Smith-Robbins, S. (2008, October). Millennials and Web 2.0: "Prosumer" Education in Practice. Preconference, Presented at the EDUCAUSE Annual Conference, Orlando, Florida, USA.

Select Concurrent Sessions

Kelton, AJ (2025). Creating an Engaging Asynchronous Online Course Environment Presented at the IDTS 2025 Summer Institute for Teaching, Learning, and Technology, Montclair, NJ

USA. Retrieved at

<https://www.montclair.edu/itds/faculty-development-support/annual-conferences/annual-summer-institute/>

Kelton, AJ Grouping Matters: A New Way of Thinking About Group Assignment. Presented at 2019 Emerging Learning Design Conference, Montclair, NJ USA. Retrieved from <https://digitalcommons.montclair.edu/eldc/2019/Thursday/11/>

Gerber, E., & Kelton, AJ (2014, May). Online vs Face-to-Face: Is there a Significant Difference in Learning Outcomes? Presented at the University Teaching and Learning Showcase, Montclair, NJ USA. Retrieved from <https://www.slideserve.com/amora/online-vs-face-to-face-is-there-a-significant-difference-in-learning-outcomes-powerpoint-ppt-presentation>

Kelton, AJ (2013, March - invited). Research Tools for Higher Ed. Presented at the Google in Education NY/NJ Summit, Kean University. Union, NJ USA.

Bilella, J., Cote-Bonanno, J., Kelton, AJ, Ritola, B., & Sun, Y. (2011, November). The Online Program Development Team (OPDT): Leadership Through Engaging the Campus Community. Presented at the SLOAN-C International Conference on Online Learning, Orlando, FL, USA.

Joosten, T., Kelton, AJ, & Ritter, S. (2010, October). Top-10 Questions to Consider When Implementing Social Media: Perspectives of Different Campuses. Presented at the EDUCAUSE Annual Conference, Anaheim, CA USA. Retrieved from <https://events.educause.edu/annual-conference/2010/proceedings/top-10-questions-to-consider-when-implementing-social-media-perspectives-of-different-campuses>

Kelton, AJ (2009, November - invited). It's About More Than the Tools. Presented at the President's National Educational Technology Plan, Second Life. <https://www.slideshare.net/slideshow/national-educational-technology-plan-netp-2009-second-life-public-forum-final-report/2532468>

Kelton, AJ, Nicosia, L., & Wilson, L. (2009, October). And Justice for All: Using Artificial Environments to Create Community and Teach Diversity. Presented at the National Network for Educational Renewal (NNER) Annual Conference, Bellevue, WA, USA.

Kelton, AJ, & Renfro-Michel, E. (2008, November). Using Second Life to Teach Difficult Concepts. Presented at the Northeast Connect, Montclair, NJ USA.

Emery, E., Johnson, S., & Kelton, AJ (2004, May). Connecting the Dots: Using Videoconferencing as a Bridge for US/Brasilian Educational Exchange. Presented at the

Aizen International Conference, Rio de Janeiro, Brasil. Retrieved from

<http://aizen.zolanaturalismassoc.org/events/brazil/index.html>

Kelton, AJ, & Salomon, R. (2001, November). Walking the Tightrope: The Distributed Leader. Presented at the Syllabus Fall, Danvers, MA, USA

PRESS

Young, Jeffrey R. "Remember Second Life? Its Fans Hope to Bring VR Back to the Classroom."

The Chronicle of Higher Education, 2 June 2016,

www.chronicle.com/article/remember-second-life-its-fans/236675.

ERO Video Conversation: Teaching the Net Generation (EDUCAUSE Review) |

EDUCAUSE.edu. (n.d.). Retrieved November 1, 2012, from

<http://www.educause.edu/ero/article/ero-video-conversation-teaching-net-generation>

Sites offering to take courses for a fee pose risk to online ed | Inside Higher Ed. (n.d.). Retrieved September 30, 2012, from

<http://www.insidehighered.com/news/2012/09/21/sites-offering-take-courses-fee-pose-risk-online-ed>

Special Virtual Worlds Best Practices in Education Inside the Avatar Studio with AJ Kelton.

(2012, March 14). Inside the Avatar Studio. Retrieved January 22, 2013, from

<http://www.avatarstudio.info/season-3/aj-kelton-special-virtual-worlds-best-practices-in-education/>

Onwards and Upwards | EdTech Magazine. (n.d.). Retrieved December 4, 2011, from

<http://www.edtechmagazine.com/higher/video/onwards-and-upwards?page=1>

21st Century Classroom Emerges | EdTech Magazine. (n.d.). Retrieved December 4, 2011, from

<http://www.edtechmagazine.com/higher/video/educause-10-21st-century-classroom-emerges?page=1>

Education 2.0 - not afraid of Second Life! (2010). Retrieved from <http://youtu.be/cmSEF-ntdOw>

Academics Discuss Mass Migration From Second Life - Wired Campus - The Chronicle of Higher Education. (2010, October 14). Retrieved December 4, 2011, from

<http://chronicle.com/blogs/wiredcampus/academics-discuss-mass-migration-from-second-life/27672>

Foster, A. L. (2007, September 21). Professor Avatar. The Chronicle of Higher Education.

Retrieved from <http://chronicle.com/article/Professor-Avatar/30018/>