

Kimberly Young Walker, Ph.D.

EDUCATION

Doctoral Degree (PhD) in Leadership Studies

North Carolina A&T State University, Greensboro, North Carolina

Dissertation: "Exploring Community College Students' Transfer Experiences and Perceptions and What They Believe Administration Can Do to Improve Their Experiences"

Masters of Education (M.Ed.) in Divergent Learning

Columbia College, Columbia, South Carolina

Bachelor of Arts (B.A.) in Psychology

University of South Carolina, Columbia, South Carolina

KEY ACHIEVEMENTS

- Piloted and implemented the first authentic assessment process for the General Education Program which included identifying and training 12 faculty on adapted AACU rubrics and the collection, dissemination, and review of over 200 student artifacts (**USC Upstate**)
- Re-designed Academic Program Assessment review process for Assessment Coordinators and the Assessment Committee including overhauls to the template, submission and review timelines, stipend disbursement process, training schedules, and non-compliance actions for 40 academic programs (**USC Upstate**)
- Co-lead the design, implementation, and assessment of University-wide Leadership Development Institute which is the ongoing continuous improvement process for campus leaders as it relates to the 2018-2023 strategic plan *UP Together* (**USC Upstate**)
- Created the Metrics and Strategies utilized by the South Carolina Commission on Higher Education to measure and improve access, matriculation, and successful completion of post-secondary education by South Carolina Citizenry (**SC Commission on Higher Education**)
- Created the assessment document utilized to review academic program proposals by SC Commission on Higher Education Program Managers (**SC Commission on Higher Education**)
- Overhauled the academic program assessment processes for thirteen schools and colleges which impacted over 320 programs to better align academic program assessment with national best practice (**UofSC Columbia**)

PROFESSIONAL EXPERIENCE

Program Director

University Industry Demonstration Partnership (UIDP)

September 2022 – Current

- Lead the HBCU Initiative to engage all 107 US-based Historically Black Colleges and Universities (HBCUs) for the purpose of amplifying research and research capabilities to help reduce barriers to potential partnerships with industry members, government agencies, and non-profit entities.
- Design, deploy, and implement professional credentialing as it relates to university industry collaborations. Course design includes creating outcomes and supporting committee members in the nomination of content experts, procurement of appropriate learning management system, and identification of target audience for each credential.
- Manage programs from idea generation and program inception to completion and/or deliverable, including internal colleagues for website, events, and network contacts and external stakeholders, including Vice Presidents of Research, contractors, and research faculty.

Associate Vice President for Academic Affairs

South Carolina Technical College System Office – Columbia, SC

August 2021 – August 2022

- Lead, managed, and supervised all curricular changes and updates for the state of South Carolina's sixteen Community and Technical Colleges including creation of new academic programs, certificates, diplomas and courses.
- Supervised the administration of the Career and Technical Education processes including implementation, review, and updates related to administration of the Perkins Federal Grant.

- Ensured college compliance with the REACH Act of 2021 which requires all bachelors earning students in the state of South Carolina to receive a minimum of 3 credit hours containing content related to the Constitution, Emancipation Proclamation, Independence, Federalists Papers, and the African American freedom struggle.
- Managed Program Evaluation processes and annual data reporting related to student matriculation, graduation, and job placement.
- Oversaw Program Evaluation compliance visits to colleges to ensure data accuracy and appropriate record keeping that supports colleges in ongoing improvement processes related to student placement as well as data management.

**Director of Institutional Effectiveness, Compliance and Academic Programs
University of South Carolina Upstate – Spartanburg, SC
January 2019 – July 2021**

- Lead survey design, distribution, data collection and report writing for the institution utilizing Qualtrics and Microsoft suite products
- Provided consultative support and leadership for institutional committees and its members related to academic program assessment, general education, continuous improvement, strategic planning, and unit level-unit-levelment with university mission, vision, and goals
- Lead the transition of the general education program from standardized testing to authentic assessment of student artifacts utilizing the AAC&U rubrics for critical thinking and written communication
- Updated academic program assessment processes to reflect nationally accepted assessment best-practice
- Lead a department of individuals including, two full-time employees, undergraduate students and graduate students in regards to administration, data collection, and providing professional development where needed
- Managed a budget of \$300,000 for the department which includes purchasing student assessments, compensating assessment coordinators, and providing professional development for Institutional Research and Institutional Effectiveness and Compliance staff
- Assisted SACSCOC Liaison with accreditation and compliance related activities including team management, Anthology (Formerly CampusLabs) implementation and support, narrative writing for SACSCOC principles, and continuous improvement processes
- Provided support and consultation with faculty to help navigate and prepare for new program implementations or curricular changes including shepherding through the SC Commission on Higher Education processes as well as internal Academic Affairs approvals
- Oversaw faculty evaluations, student assessment purchases, student complaint process, and community research data team
- Coordinated Academic Common Market (SREB) and related activities including identification of academic program availability
- Lead and support Program Review for academic programs without external program accreditation

***Academic Program Assessment Manager*
University of South Carolina School of Medicine Greenville – Greenville, SC
November 2017- December 2018**

- Utilized collected and aggregated student score data from Oasis, Canvas, and ExamSoft to create written reports for dissemination to administration in order to assist with decision making
- Utilized SPSS and Excel to analyze data and create graphical representations for Mid-Year Clerkship Report, End-of-Year Clerkship Report, Graduate Questionnaire, Program Evaluation and Assessment Committee, Program-to-Date Survey, and ad hoc data requests
- Partnered with faculty to create module level assessment plans and a college level assessment plan to ensure continuous improvement and compliance with external accreditors
- Assisted with Liaison Committee on Medical Education (LCME) accreditation documentation
- Responded to ad hoc data requests related to student scores—formative and summative

***Program Manager, Productivity and Effectiveness, Academic Affairs*
SC Commission on Higher Education – Columbia, SC
November 2016 – November 2017**

- Ensured program proposals contain appropriate alignment of program objectives, student learning outcomes, measures and criteria and reviewed academic program proposals from the public colleges and universities to determine the robustness and potential for success of the academic programs within the State of South Carolina and beyond

- Assisted with data management and systems integration for Cognos migration
- Created the *Metrics and Strategies* for the state of South Carolina strategic plan for higher education, which is slated for release in the fall of 2017
- Acted as the IPEDS liaison for South Carolina private institutions for which we upload enrollment and completions data
- Reviewed academic program proposals from the public colleges and universities to determine the robustness and potential for success of the academic programs within the State of South Carolina and beyond
- Created a common metric to guide program managers through critical reading of program proposals to ensure equitable review of program proposals
- Used a set of metrics as a guide to determine whether programs meet the standards of *Program Productivity* and *Annual Evaluation of Associate Degrees*; Authored and maintain the *Program Productivity* and *Annual Evaluation of Associate Degrees* reports
- Acted as a liaison for various stakeholders, constituents, and interested agencies in relation to the Academic Affairs Division of the Commission on Higher Education

Assessment Manager

Office of Institutional Research, Assessment, & Analytics University of South Carolina — Columbia, SC

July 2014-November 2016

- Reviewed and provide feedback for departmental programs' in thirteen schools and colleges' assessment plans submitted by programmatic liaisons in order to ensure alignment between program learning outcomes, measurements and criteria, results, and use of results that contribute to relevant program adjustments to ensure compliance with external accrediting bodies such as Southern Association of Colleges and Schools Commission on Colleges (SACSCOC)
- Assisted with the pilot and full assessment of Carolina Core assessments (general education) via data collection, workshops, report writing, and presentations
- Administered the Cooperative Institutional Research Program (CIRP) and National Survey of Student Engagement (NSSE) surveys campus-wide for the purpose of collecting and disseminating data related to the current and arriving USC student body
- Authored Provost's Dashboard manual in order to provide in-depth instructions for the procedures necessary to replicate faculty and student data, charts, and information related to USC, peer, and peer aspirant institutions utilizing The Integrated Postsecondary Education Data System (IPEDS) data

Intern

School of Education Community College Liaison's Office North Carolina A&T State University — Greensboro, NC

January 2014-May 2014

- Defined the categories of transfer students on the campus of North Carolina A&T State University using available data from the registrar for enrolled transfer populations between Fall 2010 and Fall 2013. This data was used to assess and revise the 2+NCAT program to ensure compliance with the newly revised University of North Carolina and Community College Transfer Articulation Agreement
- Created an executive summary to use as an informative base for the university in regards to increasing transfer student success and presented this information during the annual 2+NCAT advisory council meeting

Research Assistant

Departments of Leadership Studies and Curriculum and Instruction North Carolina A&T State University — Greensboro, NC

August 2012- December 2013

- Assisted First-Year doctoral students in Major and Minor selection process
- Edited documents including departmental procedural manuals, books, articles, and websites related to the Department of Leadership Studies and Curriculum and Instruction
- Assisted with data collection, development and writing of grant proposals to fund the recruitment of more students into teacher education programs
- Presided over Council for the Accreditation of Educator Preparation Conference for Fall 2013

Courses Taught

Course Title	Level	Program
Capstone Course	Masters	Business Administration
Qualitative Research Methods & Methodological Dissertation Committee Member	Doctoral	Education
Action Research	Masters	Education
Research and Assessment For Human Resources Development	Masters	Human Resources
Organizational Development and Change	Masters	Human Resources
University 101	Bachelors	Developmental
College Study Skills	Associate	Developmental
Fundamentals of Communication	Associate	Developmental

CERTIFICATIONS

- Certified Critical Thinking VALUE scorer

SELECT PRESENTATIONS

- January 2020 “Attracting and Retaining Undergraduate Student Employees in IE” South Carolina Association for Institutional Research Conference (**second presenter**)
- December 2019 “Integrating Strategic Planning and Assessment: Moving the University Up Together” SACSCOC Annual Meeting (**third presenter**)
- October 2019 “Assessment Culture Matrices: Reimagining the Process with Practicality and Relevance in Mind” IUPUI Assessment Institute
- September 2019 “The 5 Core Components for Successful Institutional Effectiveness Efforts” Southern Association for Institutional Research
- January 2019 “The Institutional Effectiveness Star: How to Ensure Engagement and Continuity” South Carolina Association for Institutional Research
- October 2017 “Faculty as Assessment Practitioners: The Future of Academic Program Assessment” IUPUI Assessment Institute
- July 2017 “An Examination of Exemplary Leaders in Higher Education: A Focus on Academic Deans” Association of Leadership Educators
- June 2017 “One Size Never Fits All: The Case for Faculty Liaisons and School Specific Academic Assessment Planning” Association for the Assessment of Learning in Higher Education Conference
- June 2017” Faculty Liaisons: The Future of Academic Assessment Planning” Association for Institutional Research Conference
- January 2017 “Utilizing Faculty Liaisons for College-Specific Academic Assessment Planning” South Carolina Association for Institutional Research Conference
- November 2016 “The Transfer Student Perception: Experiences of the Adult Learner Transfer Student” American Association for Adult and Continuing Education
- October 2016 “Multi-Year Collaborative Cross-Campus Assessment Plan Feedback” Southern Association of Institutional Research
- June 2016 “The Transfer Student Experience as a Foundational Framework for Administrative Policy and Practice” Bucks County Community College, Faculty of the Future Conference
- March 2016 “Collaborative Cross-campus Partnerships: Multi-level Assessment Plan Feedback” South Carolina Association for Institutional Research Conference
- February 2014 “Community College Student Matriculation Research” North Carolina Agricultural and Technical State University, 2+NC A & T Advisory Council
- August 2013 “Differentiated Instruction for Student Athletes” North Carolina Agricultural and Technical State University, Supplemental Instructor Training

REFEREED JOURNAL PUBLICATIONS

- **Walker, K.** & Okpala, C. (2017). Exploring community college students' transfer experiences and perceptions and what they believe administration can do to improve their experiences. *Journal of Continuing Higher Education*. 65(1), 35-44.
- **Walker, K.** (2020). Culture of Assessment Matrix. *Intersection: A Journal at the Intersection of Assessment and Learning* 1(4).
- Okpala, C., Kanipes, M., Schut, A., Campone, F., & **Walker, K.** (2022). Collective Transformation: Outcomes of Coaching as a Part of a Leadership Development Program for STEM Fellows at Historically Black Colleges and Universities. *Journal of Negro Education*. (**Accepted**).

BOOKS

- **Walker, K.** & Okpala, C. (2018). *Improving the Viability and Perception of HBCUs*. Lanham, MD: Lexington Books.
- **Walker, K.** (2018). From conceptualization to action: Academic program assessment opportunities for HBCUs in the age of accountability. In K. Walker & C. Okpala (Eds.), *Improving the Viability and Perception of HBCUs* (pp. 41-53). Lexington Books.
- **Walker, K.** (2021). Two Chicken Wings, an Apple, and a Bag of Chips: The Impact of Food Service Workers on the Retention of a First-Generation, Single Mother. (Miles, L., Youngblood, S. & Guzman, S., Eds.). Routledge.
- **Walker, K.**, Hughes, T. & Miller, K. (2021). Utilizing Intrusive Advising to Support First-Generation College Students at a Mid-sized Public Regional Comprehensive University. (Troy, C., Jackson, K. Pearce, B., & Rowe, D.). Routledge.

ORGANIZATIONS

- Association for Institutional Research, Presentation Reviewer (2017-2018)
- South Carolina Association for Institutional Research- Board Member, At-Large (2017-2019)
- South Carolina Association for Institutional Research, President-Elect (2019-2020)
- South Carolina Association for Institutional Research, President (2020-2021)
- South Carolina Association for Institutional Research, Past-President (2021-2022)
- The Black First-gen Collective (2020-Present)

SERVICE TO THE INSTITUTION

- Member: Strategic Planning Committee (USC Upstate)
- Member: Mission Statement Revision (USC Upstate)
- Co-Advisor: Transfer and Non-traditional Student Organization (USC Upstate)

RECOGNITION AND AWARDS

- UofSC Academic Leadership Fellows Program – Class of 2020
- American Association of State Colleges and Universities Emerging Leaders Program – Class of 2021