

KIMBERLY D. CLARK

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Diversity, Inclusion and Strategic Academic Programs Administrator

Leader, Educator, Advisor, Project Manager, Problem-Solver, Innovator, Strategist, Systems-Focused, Change Agent, Collaborator, Mentor, Trainer, Supervisor, Community Organizer, Critical Thinker, Analyst, Planner, Organizational Effectiveness Expert, High-Performance Achiever, Bridge-builder, Consultant, Multilingual

Solutions-focused leader committed to social justice and intercultural competence. Accomplished in strategic project management, mentor programming and development, student organization advisory services, and continual program evaluation based on high impact practices within higher education. Critical-thinking innovator adept in utilizing predictive and data analytics to conduct assessment and report findings in identifying areas of opportunity for continuous improvements and other creative solutions to deliver sustainability in ever-evolving academic and community-based environments. Compassionate advocate with adaptability and decisiveness to create learning environments and opportunities for high performance achievement to optimize student success and meet institutional goals.

Key Qualifications

- ✳ **Social Justice and Education Advocate** – Energetic approach in educating and sharing information and resources as it relates to social justice in both the global and campus community as a way to encourage genuine advocacy to support and affirm undergraduate and graduate students, faculty and staff, alumni, and the local community. Embraces the values of equity, inclusion, and intercultural competence, identifying the need for engagement, understanding the intersectionality of race, ethnicity, nationality, color, age, gender identity, gender expression, sexual orientation, ability, faith, religion, country of origin, immigration status, social class, veteran status, and all other identities.
- ✳ **Knowledgeable Program Administrator** – Innovative strategic planner and leader excels in developing large-scale programs and events, ensuring continuous improvement by identifying current issues impacting the African American community as well as researching, implementing, and assessing best practices for overall student success.
- ✳ **Community Collaborator** – Dedicated to contemporary intercultural competence particularly as it relates to racial and gender equity focused on academic success working with internal and external partners and vendors both on- and off-campus. Created and encouraged community partnerships with public and private secondary schools. Provided university partnering with schools for mentoring and tutoring by college students through African-based principles, symbols, and the arts, such as drum and dance.
- ✳ **Passionate Educator** – Enthusiastic in generating opportunities for students of color applying a technologically stimulating and challenging approach to education and global programming to support culturally and intellectually diverse learners. Advisor to multiple student organizations focused on women, multiethnic/multicultural, African, African American, and Caribbean students.
- ✳ **Compelling Communicator** – Collaborative leads-by-example manager with excellent communication skills and interpersonal abilities to build rapport and respect with culturally diverse students, faculty, executive administrators, community partners, and other stakeholders. Proactive in fostering a culture of continual learning, accountability, motivation, and quality deliverables to forge a cohesive global environment.
- ✳ **Student Retention Strategist** – Lead and promote student retention initiatives conducting pedagogical student-centered research as well as individual and group behavioral interviews focused on Black students to produce informative reports to be used as a significant part of decision-making in project design, event planning, workshops, and educational impacting practices.
- ✳ **Experienced Budget Manager** – Manage several fiscal accounts, with multi-million dollar annual budgets, familiar with financial operations, procedures, policies as well as accounting and reporting including securing grants to sustain programming
- ✳ **Educational Systems Technical Expert** – Astute in technical abilities in leadership of systems-focused educational programs to develop an outline of learning outcomes and optimize student access to services.
- ✳ **Multilingual** – Fluent: English and Spanish | Proficient: Twi-Ghanaian dialect and Italian | Novice: Swedish, Swiss-German, Mandarin.



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Education and Credentials

Doctoral Candidate – Higher Education

Virginia Polytechnic Institute and State University, Blacksburg, VA

Master of Arts in Education – Culture, Curriculum, and Change

University of North Carolina at Chapel Hill, Chapel Hill, NC

Bachelor of Arts – Political Science

Rutgers University-Douglass College, New Brunswick, NJ

Study Abroad Language Certification Program

Universidad de Salamanca, Salamanca, Spain

Professional Development in Educational Technology/Distance Education Management

University of Maryland, Global Campus, Adelphi, MD

Professional Experience

Virginia Polytechnic Institute and State University – Blacksburg, VA Director, Black Cultural Center - Office for Inclusion and Diversity

2021 – present

Reporting to the Associate Vice Provost for Inclusion and Diversity, supports the university's diversity and inclusion efforts by developing programs, events, and services that facilitate the personal, social, academic, and cultural wellbeing of students, faculty, and staff. Responsible for referencing information relevant to campus, regional and national data on conditions affecting the Black community, using this information to inform and educate the campus community about issues, and taking appropriate and responsible actions consistent with advocacy and support of a welcoming and affirming campus community for undergraduate and graduate students, faculty and staff, alumni, and community members. Developing over 30 campus partnerships and collaborations including: VT Cultural and Community Centers, Ujima, SOAR, Moss Arts Center, Women's Center, Cook Counseling Center, Career & Professional Development, Student Success Center, Cranwell International Center, Black Caucus, National Pan-Hellenic Council, Black Organizations Council, Black Student Alliance, VT Athletics, Owens Dining Services, Black Alumni Society, Bradley Study Center, and several academic departments.

- **Outcome-based Programs and Initiatives** – Develop and manages multiple initiatives focused on African American student edutainment designed to provide entertainment with an educational aspect and promoting academic excellence.
 - Increasing grant funding and sponsorship opportunities for programming
 - Spearheading foundational university initiatives including signature programs: Dr. Martin Luther King, Jr. week-long celebration, Black History Month programs, and Donning of the Kente achievement ceremonies.
 - Leading cultural sustainability plan in collaboration with diversity, academic departments, and student affairs, and implement strategies across the university in alignment with the institutional plan.
- **Event Planning** – Developing and implementing large-scale intercultural events.
- **Program Development** – Initiates and implements student services that support diversity and intercultural connectedness
- **Faculty Engagement** – Creating programming for faculty enrichment around issues of diversity and inclusion, builds interdepartmental connections. Design faculty liaison programming with Africana Studies to facilitate an academic speaker series.
- **Alumni Engagement** – Creating sustainable and collaborative relationships and connection with VT Alumni including the Black Alumni Society to engage with alumni that are making significant contributions to the campus community.
- **Student Belonging** – Promoting and reinforcing a welcoming, affirming, safe, and accessible environment advancing academic, research, teaching, and service mission goals through inclusive excellence.



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University of Maryland Eastern Shore – Princess Anne, MD
Director of University Retention, Center for Access and Academic Success

2016 – 2021

Directed units in planning, implementing and developing new and innovative university-wide programs and initiatives. Improved organizational effectiveness and sustainability in administering change for the campus community at-large. Supervised a staff of 45 academic coordinators, advisors and student employees including: graduate assistants, tutors, mentors, and peer advisors. Prepared reports and conducted assessment as part of the University of Maryland System's 12 colleges charged with meeting new challenges due to COVID. Managed several substantial budgets as well as worked with the Office of Advancement in identifying fund distribution and endowments to enhance student success and support retention. Managed daily operations for administrative student support services, project management, and civic engagement for both the local and campus communities. Identified resourceful and creative solutions in accordance with institutional policy to maximize success as a representative of executive leadership. Maintained continuous improvement for many of the campus-based student support units and administrative departments to ensure effective and efficient functioning in alignment with the university mission as well as established practices and procedures. Championed the advancement of administrative collaboration with Academic Affairs, Enrollment Management, and Student Affairs directly focused on student support services.

- **Student Retention** – Developed and managed multiple initiatives focused on African American student retention:
 - Delivered the highest retention rate in almost 20 years with an increase from 62% to 73% in one year.
 - Piloted and grew retention grants for students with \$1M in support funds for students based on merit and financial need.
 - Spearheaded Hobson Starfish Retention Solutions as a foundational university initiative.
 - Led the University Retention sustainability plan in collaboration with academic departments to drive retention efforts and implement strategies across the university in alignment with the institutional plan.
 - Facilitated the Hawk Mentoring Program, a Title III-supported student program to increase student retention.
 - Established a strong Summer bridge program providing students with the developmental skills necessary for college to connect them as members of a learning community to build strong mentoring relationships with faculty, staff, and peer mentors as well as advising, career planning, tutoring, and financial aid counseling.

- **Supervision and Collaboration** – Managed a 45-person student support services unit of academic coordinators, academic advisors, graduate assistants, tutors, mentors and peer advisors. Built working, collaborative, and cohesive teams using both State pin lines and Title III funds. Led systems approach and created process maps to help support sustainability.

- **Advising Structure** – Pioneered a Comprehensive Advising Structure to centralize the support of first-year students through their college career until graduation.

- **Degree Audit Process** – Launched a degree auditing process to monitor and track students with 90+ credits to increase time-to-degree to positively impact the 4- and 6-year graduate rate. Developed a notification system to ensure compliance and correct audit issues, thus strengthening administrative academic integrity.

- **Budget Cost Control** – Managed multiple budgets and significantly reduced support services budget by 30% with stringent restructuring and fiscally conservative spending for new student orientation.

- **Online Student Support Initiatives** – Developed multiple student online initiatives to enhance student support:
 - Online platforms - *Starfish Kiosk, Upswing, ThinkingStorm, Guidebook Premium, Advantage Design Group*. The online platforms were used to create retention programs and strengthen success of student initiatives.
 - Led data reporting on program initiatives for the Student Success Matrix Framework.
 - Launched digitized programs and activities for the virtual First-Year and Transfer Students Welcome Week.
 - Enhanced technological presence of digital communications on campus for online and virtual access including oversight and management of department webmaster.
 - Designed and delivered virtual online orientation as part of the new student onboarding process.



KIMBERLY D. CLARK

- **Recognition** – Received award for Extraordinary Public Service to the University & Greater Community and the HBCU Summit on Retention Leadership and Service Excellence Award.
- **Committee Leadership** – Led and/or participated in multiple university committees:
 - **Chair / Co-Chair**
 - Academic and Student Affairs Student Success Retention Committee
 - Enrollment Management Leadership Committee
 - Scholarship Planning / Alumni Funds Committee
 - New Employee Engagement Committee
 - Student Government Association Academic Subcommittee
 - **Member**
 - Academic Council – Promoted operational efficiency in student support services, academic advising, degree completion, and financial aid literacy
 - University Senate – Comprised of faculty, staff, and student leadership to assess and approve new implementations or enhancements.
 - President’s Extended Cabinet – Served with deans and directors of strategic initiatives.
 - COVID-19 Strategic Planning Committee – Focused on university preparation and testing arrangements during the pandemic.
 - Commencement Committee – Specifically organized for virtual graduation planning.
 - African Students Association– provided consulting and interinstitutional collaboration with other universities

Salisbury University – Salisbury, MD Advising Services Coordinator

2006 - 2016

Directed advising services for students within the Seidel School of Education and Professional Studies with oversight of registration for new and transfer student orientations, plus probation and at-risk students. Effectively led recruitment and admission efforts. Developed and maintained Articulation Agreements with Community Colleges.

- **Student Recruitment and Retention** – Administered and supported multiple initiatives to optimize student retention:
 - Increased overall retention, especially with African American students, the least retained group.
 - Collaborated with Student Affairs to enhance diversity and retention of multicultural students.
 - Developed and maintained articulation agreements with high schools and community colleges for smooth transitions for dual enrollment and admission to professional programs.
 - Created academic and intercultural training programs to introduce secondary students to a positive college experience including Living Learning Communities (LLC).
 - Researched and introduced advising improvement strategies based on trend data.
 - Championed retention initiatives for first-year students including those on academic probation.
- **Registered Student Organizations (RSO) Advisor** – Advised, assisted and promoted multiple student organizations:
 - **Women in Leadership**
 - Piloted and inducted the first University System of Maryland Women’s Forum Student Organization
 - Co-Founder and University System faculty/staff representative
 - Assisted in establishing constitution, by-laws and information about codes and standing rules
 - **Multicultural Student Association**
 - Revived and helped resemble the only intercultural multi-ethnic student organization on campus
 - Reviewed constitution and by-laws, provided appropriate recommendations based on institutional policy
 - Provided guidance for the group to maintain organization registration to be recognized on campus
 - Provided collaboration and resource support to connect with other clubs and organizations



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- **African Student Association**
 - Served as final signature approval for student proposed events and assisted with organizational documents
 - Connected students with the local community for volunteer opportunities
 - Helped establish and create executive board meetings and other scheduled activities
- **Kinks and Curls for Boys and Girls**
 - Provided leadership development in promoting on- and off-campus activities
 - Encouraged planning and contributed to fundraising efforts
 - Aided in securing space on-campus for regular weekly meetings and special events
- **Adjunct Faculty in Spanish / Seminar Instructor** – Designed hybrid Spanish instruction for the traditional classroom and online. Developed learning modules, facilitated student practice in language labs and reported on learning outcomes. Launched a first-year seminar content embedded in Spanish.
- **Recognition** – Received President’s Diversity Award, Multicultural Student Services Award and Certificate of Dedicated Service Award.
- **Committee Leadership** – Key participant in multiple curriculum and university committees:
 - Seidel Curriculum Committee
 - Committee for Campus Diversity
 - Student Retention Sub-Committee
 - Advisory Board Member – Multicultural Student Services
 - Disability Services Coordinator Search Committee
 - Founding member of Academic Support through Active Partnerships with School (ASAPS)

Sojourner-Douglass College – Salisbury, MD Instructor and Advising Consultant, Graduate School

2003 - 2006

Strategist in planning and developing improvement initiatives to enhance success for non-traditional students. Instructor and Advisor for undergraduate and graduate capstone projects.

- **Program Review** – Led research and analysis of curricula to assist in student career options, along with evaluation of existing program efficacy related to student outcomes and academic goals.
- **Academic Counseling** – Directed academic counseling for new and continuing students for degree plans, course selection and other needs.
- **Curriculum Development** – Developed and taught classes to graduate and undergraduate students in: *Civic Engagement, American Government, Social Research Methods & Urban Research Methodology, Elementary Spanish, Becoming a Master Student (for first year college student preparation), American Psychological Association (APA) prep*. Developed an objective scaled grading form for papers and projects.
- **Recognition** – Achieved the Mentorship Recognition Award and Minorities in Academic Careers (MAC) Teaching Fellow Award.

Maryland Department of Labor, Licensing and Regulation – Salisbury, MD Adjudicator

2002 - 2006

Effectively managed review and adjudication of unemployment insurance benefit compensation.

- **Adjudication** – Reviewed and determined rights to benefits based on Maryland law. Contacted claimants and employers to clarify information regarding job separation.
- **Translation** – Provided translation of claims from English to Spanish as needed.
- **Recognition** – Received State of Maryland Service Award



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University of North Carolina at Chapel Hill – Chapel Hill, NC
Teaching and Research Assistant

1998 - 2001

Provided support to tenured faculty with course development and research projects.

- **Course Development** – Created course curricula, syllabi, and exams for lectures and recitation. Designed courses in collaboration with departmental faculty and teaching assistants.
- **Teaching Assistant** – Taught undergraduate Political Science courses including: Public Policy, Public Administration, American and Comparative Politics.

Professional Affiliations

- AAUW - American Association of University Women
- AAC&U – Association of American Colleges and Universities
- ABCC – Association for Black Culture Centers
- FWCA – National Faculty Women of Color in the Academy
- NAACP – National Association for the Advancement of Colored People, Local Chapter: Montgomery County
- NACADA – National Academic Advising Association/International Community of Advisors
- NASPA – National Association of Student Personnel Administrators/Student Affairs Administrators in Higher Education
- NODA – Association for Orientation, Transition, and Retention in Higher Education
- USMWF – University System of Maryland Women's Forum Planning Committee
- HBCU Summit on Retention Planning Committee

Administrative Leadership

- **Designer** – GEAR UP workshops focused on assisting students in gaining knowledge of higher education options with encouragement of tertiary opportunities.
- **Collaborator** – Office of Multicultural Affairs, Powerful Connections Program, for coordination of pre-matriculation programming for incoming students.
- **Moderator / Discussion Leader** – University System of Maryland Diversity Conference.
- **Manager** – Budget and oversight of academic presence on campus for the ROTC program.
- **Program Coordinator** – Education Satellite Program at the Eastern Shore Higher Education Center.
- **Adjudication Chair** – Department of Labor Licensing and Regulation, Salisbury Adjudication Center.
- **Facilitator** – University events, advising programs, and workshops for students and faculty.
- **Representative** – University for Maryland's Teachers of Promise event.
- **Consultant** – Advisor for implementation and facilitation of new graduate programming at Sojourner-Douglass College.
- **Liaison** – Baltimore policymakers on unemployment insurance laws and adjudication intranet web system.

Certification

- Yoga Alliance Certification, RYT 200 – Registered Yoga Teachers



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Boards & Community Leadership

- INROADS Internship Program Alumna – Philadelphia Chapter
- March of Dimes Advisory Board, Salisbury Chapter
- Salisbury Wicomico Arts Council (SWAC)
- African Dance Research and Instruction
- Horizons National
- PAC14 Advisory Board
- Chipman Foundation, Inc.

Auxiliary Honors & Awards

- Phi Beta Kappa
- Douglass College Alumnae Scholarship Award for Study Abroad
- State of Maryland – Service Excellence Award
- University of Maryland System – Extraordinary Public Service to the University & Greater Community

Grants

- U.S. Department of Education Title III Multi-Year Grant – Comprehensive Retention Initiatives for Student Success
- Association of Public and Land-Grant Universities APLU – Degree Completion Semi-Finalist 2020
- Community Foundation – Chipman Cultural Center Community Needs Grant
- Salisbury Wicomico Arts Council – Chipman Cultural Center Project Grant
- Wicomico Partnerships for Families and Children – African Dance Grant

Conferences & Presentations

1. Innovations Teaching and Learning Conference – Princess Anne, MD
Presentation: *Peer2Peer: Academic Peer Coaching, Mentoring, and Tutoring*
2. Annual Regional HBCU Retention Summit – Ocean City, MD
Presentation: *The Impact of a Peer Support System on Student Success*
3. NODA Regional Conference – Virtual
Presentation: *Social Justice, Equity, and Inclusion*
4. National Faculty Women of Color in the Academy (FWCA) Conference – Arlington, VA
Presentation: Afro-Flow Cultural Café
5. Association for Black Culture Centers Conference – Albuquerque, NM
6. Starfish Student Success Summit – Philadelphia, PA
7. Hobsons Summer Institute – Palm Desert, CA
8. Regional Conference on Teaching, Learning & Scholarship – Virtual Online
9. University System of Maryland Women's Forum – Virtual Online



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Technical Proficiency

- PeopleSoft | Banner | Workday | EAB Navigate | Salesforce | Degree Works | Radius CRM | ImageNow | Blackboard | Canvas
Adobe | SQL | MAC O/S | Microsoft Project | Microsoft Office Suite | Zoom | DocuSign | HelloSign

