

Nicole M. Williams

(she/they)

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EDUCATION

Doctor of Philosophy, In Progress	Antioch University Leadership and Change <i>Research: A Black American History of Emotional Leadership Through Music</i>
Master of Education, 2018	Merrimack College Higher Education Administration, Student Affairs Leadership
Master of Science, 2013	Drexel University Professional Studies, Education Policy
Bachelor of Arts, 2010	Haverford College Classical Culture and Society

ADMINISTRATIVE EXPERIENCE

Present – May 2022	Founder, Consultant & Coach Changing Spaces LLC
May 2022 – September 2021	Assistant Dean of Student Affairs & Unity House Division of Student Affairs Merrimack College
September 2021 – April 2021	Project and Program Manager, Diversity, Equity & Inclusion and Special Initiatives Office of the President
April 2021 – September 2020	Diversity, Equity, and Inclusion Ambassador Merrimack College
April 2021 – July 2018	Associate Director of Admission of Transfer Students Office of Admission Merrimack College
July 2018 – June 2016	Assistant Director of Admission of Transfer Students Office of Admission Merrimack College

May 2016 – October 2015

Transfer Credit and Articulation Analyst
Office of Undergraduate Admissions
Ohio University

October 2015 – July 2014

Admissions Advisor for Transfer Initiatives
Office of Undergraduate Admissions
Ohio University

July 2014 – July 2011

Administrative Assistant II
Admissions Information Center
Community College of Philadelphia

TEACHING EXPERIENCE

June 2020 – January 2019

Adjunct Faculty
Department of Higher Education
Merrimack College

December 2019 – June 2017

Instructor
Division of Academic Affairs
Merrimack College

Courses:

Introduction to Admission & Enrollment Management – Spring 2019, Spring 2020

Current Events and News on College Campuses – Fall 2019

First Year Experience – Fall 2017, Fall 2018

PUBLICATIONS AND PRESENTATIONS

Published

Williams, N. (2020, Spring). Commencement speech: Leaning into first. *The Journal of College Admission*, 247, 69-70. Retrieved

https://read.nxtbook.com/nacac/the_journal_of_college_admiss/spring_2020/commencement_speech_leaning_i.html#

Williams, N. (2018, Spring). Making the case for faculty and staff diversity and inclusion training at Merrimack College. *Higher Education Student Work*, 34. Retrieved

https://scholarworks.merrimack.edu/soe_studentpub/34/

Projects

Williams, N. M., Villegas, M., Savastano, M., & Ward, E. (In Preparation). The power of “No” - Creating space to acknowledge and challenge power dynamics in the community engaged educator’s classroom. *Anti-racist community engagement: Principles and practices*. Campus Compact.

Workshops

November 2022	Monthly Strategy Meeting Keystone Kids Go
October 2022	Equity Committee Keystone Kids Go
September 2022	2022-2023 Annual Meeting Keystone Kids Go
June 2022	Leadership Foundations: Gender and Sexuality Allego
June 2022	Principles and Practicalities: Leading through Gender and Sexuality Chronosphere
June 2022	Leadership Foundations: Gender and Sexuality BlueRock Therapeutics

Invited Speaker/Panelist

May 2022	Open Conversation Series, Session 2 Invited Facilitator, Federal Railroad Administration (FRA)
April 2022	Finding & Embracing Your Leadership Identity: Exploratory Perspectives of JEDIB Intersections Invited Speaker, Merrimack College Higher Education Master’s 10th Anniversary Celebration and Symposium
February 2022	Safe Zone Training Invited Trainer/Guest Speaker, Merrimack College EDU4220
February 2022	At the Intersection of Personal and Political: Developing a Greater You Moderator, Merrimack College
January 2022	Safe Zone Training Invited Trainer/Guest Speaker, Merrimack College HDE 2130
October 2021	Confronting the Housing Crisis: Community Building Initiatives Invited Moderator, Merrimack College Unity in Diversity Days

Beyonce Mass
Invited Interviewee, Merrimack College Unity in Diversity Days

August 2021
Unpacking Identities
Invited Facilitator, Merrimack College Orientation

June 2021
LGBTQ+ Initiatives at Merrimack College
Invited Panelist, Merrimack College

May 2021
Positioning DEI at Merrimack
Invited Speaker, Merrimack College Higher Education Master's Program

April 2021
Beyond the Classroom: The Praxis of Social Justice Activism
Invited Moderator, Merrimack College Unity in Diversity Days

Transforming Campus Culture: Building Community, Support and
Solidarity for Staff and Faculty
Invited Moderator, Merrimack College Unity in Diversity Days

April 2021
Positioning DEI at Merrimack
Invited Speaker, Merrimack College School of Liberal Arts

June 2018
Diversity and Inclusion on College Campuses
Invited Speaker, Merrimack College Higher Education Master's Program

January 2018
Diversity, Inclusion, and Social Justice
Invited Trainer, Unity House Council Retreat, Merrimack College

January 2018
Microaggressions and Diversity Training
Invited Trainer, Residence Life Retreat, Merrimack College

Paper/Panel Presentations

October 2021
Revitalizing the Curriculum: Reframing JEDIB in the Classroom.
Antioch University Virtual Fall Symposium

October 2021
Integrating Diversity, Equity & Inclusion Across the Curriculum:
Interdisciplinary Strategies
Southern Utah University 2021 AIS Virtual Conference

April 2021
Igniting Social Justice, Community Engagement, and Diversity within the
Neoliberal Academy
Southern Connecticut State University Women's & Gender Studies
Conference

- July 2019 I'm Still First-gen: Ongoing Challenges, Triumphs, and Lessons on Being a First-Generation Professional
NACAC Guiding the Way to Inclusion Conference
- June 2018 Inclusive Policies and Practices for the Forgotten
NEACAC & NYSACAC Coming Together Super Conference
- May 2018 Making the Case for Faculty and Staff Diversity and Inclusion Training at Merrimack College
Merrimack College Graduate Colloquia
- July 2015 Surviving Burnout: Keeping Work from Running Your Life
OACAC Summer Institute

HONORS AND AWARDS

Awards

- 2022 Cultural Awareness Program of the Year
Merrimack College
- 2021 Distinguished Diversity, Equity, and Inclusion (DEI) Educator
Merrimack College
- 2017 Partners in Education
Merrimack College
- 2014 Drexel CEO Lead Program

Grants & Scholarships

- October 2022 WILD's 1:1 Leadership Coaching Program Fellowship (6-month pro-bono)
- September 2022 WILD Leadership Forum Scholarship (\$224.25)
- August 2022 Antioch University Student Engagement Fund (\$400)
- 2022 – 2023 SAIHE Grant (\$1150)

SERVICE

- Present – December 2022 Co-Chair & Consultant, Mt. Airy Community Fridge & Pantry
- Present – August 2021 Ordained Minister, Universal Life Church

November 2022 – April 2022	First Gen Summit General Advisory Council Member
May 2022 – March 2022	Member, Merrimack College NCAA Self-Study Academic Integrity Subcommittee
May 2022 – March 2022	Member, Merrimack College President DEI Leadership Team
May 2022 – April 2020	Member, Merrimack College Presidential Advisory Council for Diversity, Equity & Inclusion
January 2022 – December 2021	Judge, Phi Theta Kappa Scholarship Committee
January 2022 – September 2021	Member, Campus Compact Anti-Racism Community of Practice
April 2021 – June 2017	Merrimack College Campus Diversity and Veteran Liaison
December 2020 – August 2018	Member, Cummings Foundation Sustaining Grants Selection Committee
June 2016 – May 2015	Communications Chair, OACAC Inclusion, Access and Success Committee

PROFESSIONAL ACTIVITIES

Professional Development

May 2022	Diversity Awareness Training Credential
February 2022	Adult Mental Health First Aid USA Certification
January 2022	Information Privacy and Security (IPS) – HIPAA Certification
January 2022	Human Participants in Research Certification
November 2021	Safe Zone Training Certification
September 2021	Distinguished DEI Educator Credential
March 2013	Basic Tutor Training

Professional Affiliations

June 2022 – May 2021	American Association of Colleges and Universities
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June 2022 – May 2021	National Association of Diversity Officers in Higher Education
June 2022 – June 2019	National Association of College Admission Counseling
June 2022 – June 2016	The New England Association of College Admission Counseling
July 2021 – June 2016	New England Transfer Association
June 2016 – May 2015	The Ohio Association for College Admission Counseling
June 2016 – May 2015	Ohio Transfer Council

JUSTICE, EQUITY, DIVERSITY, INCLUSION & BELONGING AND FACULTY EXPERIENCE

Founder, Consultant & Coach

- Develop consulting, speaking, coaching, and training business focused on justice, equity, diversity, inclusion, belonging, and leadership.
- Establish new business relationships for training, education, and consulting.
- Build and manage website, marketing plan, and social media presence.
- Provide training and education for organizations and businesses nationwide.
- Facilitate and consult for organizations to assist in developing strategic priorities and goals.

Assistant Dean of Student Affairs & Unity House

- Managed \$100,000 budget for Unity House facilities, programming and activities, training and education, professional development, meeting spaces, and day-to-day business of physical plant.
- Supervised 2 Multicultural Initiatives Program Assistants & Unity House Coordinator staff of 10, including hiring, onboarding, training, management of daily responsibilities, personal and professional development, and offboarding.
- Built Office of Multicultural Initiatives and Unity House brand for institution and embed across campus administrative divisions and academic schools.
- Coached and advised students, particularly from marginalized populations, regarding personal, academic, and professional preparedness, using coaching strategies to assist with development, goal setting, and general well-being.
- Evaluated and analyzed the effectiveness of diversity, equity, and inclusion student success programming and training.
- Developed, executed, and evaluated DEI-focused strategy, policies, and programming in support of institutional needs and mission, including logistics, marketing strategy, staffing, budget, and operations.
- Designed, coordinated, facilitated, and delivered educational training presentations and workshops, including Safe Zone and Diversity Awareness, for students, faculty, and staff.
- Developed student affinity group organizations, including recruitment efforts, programming, and leadership development.
- Advised faculty and staff leadership on diversity, equity, and inclusion matters related to curriculum development, hiring, professional development, student support, recruitment and retention efforts, and personal development.

- Served as council member on the Presidential Advisory Council for Diversity, Equity & Inclusion and the President's DEI Leadership Team, assisting in establishment and revision of policies and processes related to institutional governance.

Project and Program Manager, Diversity, Equity & Inclusion and Special Initiatives

- Assisted the Vice President of Inclusive Excellence, Institutional Access & Leadership with planning, outreach, coordination, and scheduling of diversity, equity & inclusion focused programming and events.
- Developed a DEI strategic focus in alignment with the institutional strategic plan, Agenda for the Future.
- Created data-driven and evidence-based DEI training modules for faculty and staff.
- Assisted with development of and communication to faculty and staff affinity groups (Multicultural Professionals of Color, First Gen, LGBTQIA+, etc.).
- Managed the day-to-day operations of the DEI initiative, including organizational strategy, assistance with statements, and outreach to shareholders.
- Assisted with Diversity hiring practices and policy implementation, including training and serving on hiring committees.
- Supervise the Event Planning & Community Outreach Fellow in all aspects of daily work related to administrative and programmatic support for multiple DEI initiatives.
- Researched and investigated best practices regarding curriculum integration of DEI concepts and practices across divisions.
- Managed DEI website and content development for promotions, information sharing, and event launches.
- Collaborated with faculty, staff, and students to develop diversity and inclusion initiatives and supports for underrepresented and marginalized populations (race, ethnicity, LGBTQIA+, trans*, ability, first-gen, socio-economic, veterans, and transfer).
- Designed first year experience syllabus with content focus on reframing the curriculum through a DEI lens.

Adjunct Faculty, Winston School of Education & Social Policy

- Instructed class of 11 Masters of Higher Education students for 240 minutes, once a week during spring semester.
- Established a new, innovative course (HED6570G) for the master's program based on recognized need of curriculum focused on strategic enrollment policies, practices, and management.
- Created and maintained syllabus for Introduction to Admission and Enrollment Management course.
- Planned lessons, lectures, readings, assignments, and in-class learning exercises in collaboration with course curriculum.
- Assessed student learning and comprehension, in alignment with learning goals, through class discussion, presentations, and written case study and research paper assignments.

Diversity, Equity, and Inclusion Ambassador

Campus Diversity and Veteran Liaison

- Assisted the Office of the President, Office of Multicultural Initiatives, and Office of Student Involvement in development and promotion of institutional DEI strategy, recruitment and retention strategy, programming, events, and communication.
- Managed and developed student leaders on Unity House Council and Task Force; training students in

diversity & inclusion, social justice, leadership, program & initiative creation, and college culture & climate.

- Created and facilitated diversity and inclusion trainings for faculty & staff, Unity House, and Residence Life RAs.
- Advised Black Student Association and Unity House undergraduate multicultural student leadership organizations.
- Coordinated with admission and student affairs departmental leadership and Certifying Official to develop recruitment and retention strategies and support for veteran and veteran dependent students.
- Developed and facilitated diversity & inclusion training and workshops for faculty, staff, and student leadership across campus covering topics such as racism, gender, sexuality, microaggressions, and class.
- Established and led student focus groups, in order to gather qualitative data regarding needs from underrepresented populations, and develop evidence-based policies and programs as a result.

First Year Experience (FYE) Instructor

- Taught the FYE curriculum to 21 first-year and transfer students in conjunction with iPad technology.
- Created and maintained syllabus for Current Events on College Campuses course, facilitating a collaborative curriculum which includes learning about college specific resources, while connecting them to real-world issues and realities.
- Planned, implemented, and facilitated classes within 14-week structure to engage students, while discussing the topics outlined in the syllabus.
- Supervised First Year Mentor upperclassman and graduate assistant in their roles as faculty aid and classroom assistant.
- Graded and provided feedback on student assignments including student journals, reflection papers, student-led in-class facilitations, research papers, and end of semester presentations.
- Served as a continued resource, mentor, and pillar of support to first year and transfer students and First Year Mentor.

RECRUITMENT AND ENROLLMENT MANAGEMENT EXPERIENCE

Associate Director Admission of Transfer Students

Assistant Director Admission of Transfer Students

- Managed recruitment territory throughout New England- representing Merrimack at area community colleges through college fairs, tabling visits, classroom visits, faculty meetings, and relationship development with transfer staff.
- Advised prospective and incoming students on freshman and transfer admission process, transfer credit options (postsecondary, dual-enrollment, AP, IB, and/or CLEP), and course selection at home institution in preparation to apply and matriculate.
- Supervised transfer admission associate in all aspects of daily work related to transfer admission recruitment and advising.
- Managed the transfer credit equivalency database (TES) and coordinated credit review between faculty and the registrar, increasing database to 10,000+ equivalencies from original hundreds.
- Created, revised, and administered to incoming students their transfer credit evaluations with equated transfer equivalencies.
- Collaborated with enrollment management, student affairs, operations, and faculty to implement student recruitment, enrollment, and retention strategies.

- Reviewed and applied decisions for approximately 500 transfer applicants through SLATE throughout the academic year, increasing enrollment of matriculating transfer students 50%.
- Facilitated the establishment of articulation agreements between academic schools and community colleges.
- Trained admission staff, academic advisors, faculty, and deans on TES, transfer credit review, and military education benefits processes and policies.
- Coordinated Admitted Student Advising Day programming for admitted and deposited incoming transfer students.
- Advised students on community college academic course suggestions to create academic pathways with intended major.
- Assisted with the update and maintenance of transfer admissions guidelines and practices, communication, and policies.
- Designed and coordinated transfer related programming within New Student Orientation, daily campus visit programming, and admission yield events.
- Developed and designed admission application documents and letters, communication pieces, and marketing messaging for transfer, veteran, and freshman with transfer credit populations.
- Devised a strategic plan to increase recruitment of Phi Theta Kappa students, including the establishment of a transfer PTK scholarship, attendance at the local and the national PTK conventions, and contact with community college PTK advisors; resulting in institutional recognition and awarding of Phi Theta Kappa Transfer Honor Roll 2019-2021.
- Participated on campus-wide leadership Matriculation committee and Retention Initiative committee.
- Received 1st ever Partners in Education award (2017) for demonstrated cultivation of relationships and partnerships; advancing mission and goals of campus and external offices, departments, and divisions.
- Established and created new staff and administrative positions and serve on various search committees campus-wide.

Transfer Credit and Articulation Analyst

- Advised freshman, transfer, and international applicants and current students regarding course selection.
- Facilitated the development, review, and revision of faculty-approved articulation agreements with partner institutions.
- Analyzed state Transfer to Degree Guarantee and Transfer Assurance Guarantee (TAG) databases and external college catalogs to maintain course equivalency updates for PeopleSoft database.
- Tracked state transfer credit policy revisions and ensured institutional compliance.
- Utilized Transferology, Transfer Assurance Guides, Ohio Transfer Module, and OHIO's undergraduate catalog to identify course equivalencies and advise students on transfer credit guidelines.
- Managed and updated General Education Equivalency Guides and Degree Completion Advising Guides for 20 partner and 5 non-partner institutions.
- Collaborated with university academic unit heads and contacts to review syllabi and academic content for online completion and general education courses to determine credit equivalency with partner and non-partner institutions.
- Trained university personnel on general transfer guidelines and admissions information.
- Reviewed and applied decisions for approximately 2100 Athens campus, eCampus, and Correctional Education applications through OnBase throughout the academic year.
- Assisted with the update and maintenance of transfer admissions guidelines, communication, and policies.

- Collaborated with members of the transfer unit to amend students' external education information and maintain accurate student files in PeopleSoft and OnBase.
- Coordinated the scheduling and program for Ohio Transfer Day and Ohio UpClose Transfer Day.
- Reviewed and disseminated information regarding the Ohio Articulation and Transfer Policy to university personnel.

Admissions Advisor for Transfer Initiatives

- Advised prospective domestic and international students seeking to enroll as freshman or transfer to Ohio University Athens campus, regional campuses, or eCampus.
- Recruited prospective students through telecommunications, e-mail, letter correspondence, and yield events.
- Facilitated admissions and general college information for average of 20 callers daily.
- Met with individual transfer appointments and freshman and transfer walk-ins daily to discuss admissions information, application status, and transfer credit evaluations.
- Developed territory recruitment plan and managed transfer recruitment territory, with emphasis in Pennsylvania, Virginia, Florida, New York, New Jersey, and Maryland.
- Reviewed unofficial transcripts to suggest transfer equivalencies from regionally accredited institutions.
- Revised and monitored transfer guidelines and procedures in internal Transfer Guide document.
- Established and oversaw Transfer Committee Review to enhance the unit's holistic file review process.
- Assisted in the drafting of recruitment communication for transfer related events and recruitment campaigns.

Administrative Assistant II

- Managed Banner database and application processing for approximately 34,500 incoming, returning, and current students.
- Provided support and guidance to prospective students throughout the enrollment process.