

Thomas L. Walker II, Ph.D.

SUMMARY

Results-driven leader spearheading campus operations and driving strategic initiatives to foster innovative learning environments. Employs solutions-oriented approaches on aligning business goals with academic excellence, to ensure the robustness of infrastructural and compliance measures, enhancing educational offerings. Offers comprehensive fiscal oversight of significant budgets, strategically allocating resources to address the evolving academic, facility, and public safety requirements of the campus. Effective in operational leadership, financial stewardship, technology advancement, and community engagement, all contributing to the college's mission and economic development.

EDUCATION

Doctor of Philosophy in Organization and Management August 2012
Capella University, Minneapolis, Minnesota
Dissertation Title: Nonprofit Leaders: A Quantitative Analysis of Leadership Styles of Baby Boomers, Generation Xers, and Millennials

Master of Business Administration April 2000
Specialization in Management
Florida Agricultural and Mechanical University, Tallahassee, Florida

Bachelor of Arts in Management April 2000
Florida Agricultural and Mechanical University, Tallahassee, Florida

HIGHER EDUCATION EXPERIENCE

Dean, Business Affairs 2023-Present

Judson A. Samuels South Campus and The Partnership Centers

Interim Dean, Business Affairs 2022-2023

Judson A. Samuels South Campus and The Partnership Centers

Broward College Judson A. Samuels South Campus, Pembroke Pines, FL

- **Campus Operations.** Directly responsible for the supervision and operational aspects of Broward College's South Campus situated on a 103-acre tract serving 12,000 students. Committed to a campus environment that encourages and enables faculty to create positive and innovative learning environments. Accomplished in working with organizational leaders to establish business goals and devise strategies driving revenue generation and business growth. Proven track record in creating campus operations infrastructures and compliance measures to ensure operational success. Collaborates with the Facilities Management team for the planning, design, construction and maintenance for the South Campus and Partnership Centers. Responsible for the scheduling of facilities use for academic programs and events on the campus, partnerships with educational institutions, community and private organizations while creating revenue opportunities. Utilizes creative solutions to solve unique problems impacting the campus, deploying staff and resources, accordingly. Convenes constituents of all levels to plan, coordinate, and execute the campus based strategic plan. Develops strong partnerships with

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community stakeholders in support of college programming; understands and contributes to local efforts in economic development.

- **Budget and resource management.** Provides oversight for campus and centers business functions including personnel, current and capital expenses. Supports the development of annual budgets with campus and academic leaders for six academic and academic support areas and campus operations totaling \$40M, ensuring accuracy in allocations and spending. Lead for the biannual budget review process, to monitor budget performance against actual results, identifying areas of improvement and making reasonable recommendations that resulted in a 10% increase in budget compliance. Manages the relationship with external clients on campus venue usage that yielded an increase in annual rental revenue by 25%. Assists with the development of external funding opportunities to support campus programs and projects. Supervise the accurate calculation and statutory compliance of laboratory fees collegewide.
- **Campus Technology.** Works with the Campus Information Technology Officer (CITO) to address issues regarding campus technology services and expansion of technology initiatives. Recognizes the need for campus-based technology applications within a collegewide technical infrastructure. Collaborated with the CITO to expand teaching modalities for faculty to meet the diverse learning needs of students with the increase of Streaming and Learning Technology classrooms by 50%. Coordinated the South Campus pilot for the 25Live scheduling software to increase classroom utilization by 15%.
- **Safety and Security.** Collaborates with safety, vendors, and other groups to ensure safe and efficient campus operations. Assists the College's Department of Safety, Security & Emergency Preparedness with the implementation of the Broward College Comprehensive Emergency Management Plan (CEMP) at the campus level. Serves as the Campus Deputy Incident Commander in the instance of a campus or college state of emergency. Lead for the expansion of access control on the South campus to enhance safety of personnel and college assets. Responsible for the convening of campus leaders to develop or update their department's Occupant Emergency Action Plans (OEAP) resulting in 85% of campus buildings being in compliance, surpassing the established goals for completion and implementation.

Associate Dean Academic Affairs

2015-2022

Business Administration and Bachelor of Applied Science in Supervision and Management

Broward College North Campus, Coconut Creek, FL

- **Budget and resource management.** Advised and managed an annual department base budget of over \$700K (personnel, operating, indirect etc.). Managed aftermath of a series of budget cuts without negatively impacting student completion and program viability. Apprised dean and colleagues on annual budget projections and one-time funding requests; successfully maintained and procured new faculty lines for North campus business department. Participated in resource allocations for business program requests to determine annual or one-time funding. Reviewed department requests to hire. Collaborated with program committees to allocate funds in support of engaging student activities. Monitored all department's enrollments to enhance resource allocation consistent with academic objectives and core curriculum. Managed \$100K budget for the college-wide Minority Male Initiative (MMI).
- **Personnel.** Interviewed candidates and worked with chairs to recruit top candidates (3 tenure-track searches, all successfully concluded). Worked with peers and dean to retain critical faculty. Conduct annual evaluation of program managers, faculty, and associate dean's administrative office staff (up to 12 direct reports). Reviewed and oversee the department's annual evaluations and meet with program managers/ faculty regarding performance; work with committees to enhance evaluation practices; make appropriate recommendations to the dean of business.

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Prepared letters of support for awards for college faculty and staff (6 won college-wide awards). Created and conducted new faculty workshops (orientation, promotion, and continuing contract) as well as ongoing mentorship of new faculty. Organized and conducted orientations for new program managers. Encourage and maintain a diverse department of full-time and adjunct faculty.

- **Resource and facilities development.** Collaborated with campus colleagues on classroom utilization to promote North Campus efficiencies. Conducted high-level comparative analysis on course offerings with program requirements, resulting in the development of a guaranteed schedule that promotes student completion. Worked with cross-functional departments to increase the use of technology to decrease the dependency on traditional classroom space, yielding an 11% decrease in section offerings while marginally increasing paid enrollment (AY 2020-2021). Piloted streaming and learning (SNL) broadcasting technology classrooms to expand opportunities for students to attain their course learning objectives during the Fall 2021 term. Increased the use of SNL rooms by 33% for the Spring 2022 term. Accountable for the completion and execution of the building's Occupant Emergency Action Plan (OEAP).
- **Promotion of college activities.** Facilitated the receipt of a \$60K award from Fiserv for BCEx of which \$50K went to ongoing programming and staff capacity and \$10K funded awards to BCEx participants to cover early-stage incorporation costs. Made the pitch for the need to provide financial assistance to minority male students that resulted in the Minority Male Initiative being awarded an endowment to support minority male students at \$3K per academic year. Worked with college-wide Student Achievement Initiatives department steering committee to promote the Minority Male Initiative. Collaborated with the North Broward County, Links Inc. to host the "Business Student Showcase", highlighting our students. Students who participated were provided financial assistance from a grant sponsored by UPS. Presented to the Coral Springs and Coconut Creek Regional Chamber of Commerce on opportunities to increase their relationship with the College, which led to an enhanced partnership with the College's Career Services department. Collaborated with peers regarding updates to the business department website. Promoted college-wide initiatives at national and state conferences.
- **Faculty development.** Ensured 100% of North Campus business faculty met or exceeded their contractual professional development obligation per the collective bargaining agreement. Served on the committee to expand professional development opportunities sponsored by the Association of College and University Educators (ACUE), resulting in faculty having the opportunity to earn microcredentials that expand their diversity competencies. Supported Title V Learning Community Initiatives, conducted reviews of program course offerings and relevance to the local workforce and lead for the review of blended and online course offerings, resulting in on time delivery for student scheduling and program continuity.
- **Student recruitment and retention.** Participated in college recruitment for transfer students and students pursuing workforce readiness degrees. Co-Chaired the college-wide Minority Male Initiative resulting in 76% of students who participated in the program being retained from Spring to Fall and 70% of eligible students graduating. Managed a team of faculty mentors and support staff to implement cutting-edge strategies to address the needs of minority male students, which led to local, college-wide, and statewide events as the initiative's Co-Chair. Expanded the Minority Male Initiative's Pipeline Pillar from noncredit to credit resulting in 90% of the minority male high school students earning college credits for successfully completing the Pre-college Summer Leadership Institute (PSLI). Devised, oversaw, and launched new college strategic scheduling brochure and "blast" to faculty, staff, and students. Provided vision to faculty to host the student engagement initiative, "After 5 with Faculty" events to increase

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engagement between business students and faculty. Participated in Bachelor of Applied Science in Supervision and Management Acceptance Committee meetings.

- **Diversity efforts.** Served as the Chair for the Accountability Workgroup for College's Advisory Council for the Advancement of Diversity, Equity, and Inclusion (ACADEI). Led the Workgroup's development of the College's employee equity data review that was used in the preparation for the College's engagement in the Racial Equity Leadership Academy (RELA). Supported the expansion of international diversity by assisting faculty on their study abroad applications, resulting in work done in Russia and South America. Served as a member for the Coral Springs and Coconut Creek Regional Chamber of Commerce's inaugural Diversity, Equity, and Inclusion Committee. Discussed inequities with district-level representatives to provide input regarding local and state trends.

Online Adjunct Professor

2014-2017

Northcentral University, Prescott Valley, Arizona

Graduate Courses taught: *The Evolution of Organizational Management, Business Management, Leadership in Organizations and Business and Leadership Change, Crisis and Communication.*

- Developed graduate course Leadership Change, Crisis and Communication.
- Provided online instruction to students on an eight-week term period.
- Modified online course activities to ensure consistency with learning objectives.
- Completed grade books, final grade sheets, learning assessments and final exam assessments on a timely basis.
- Challenged, engaged, served, and communicated with students to encourage their participation in the learning progress.
- Responded to student concerns within a 24-hour time period.
- Reviewed graduate level business courses.

Assistant Professor

2012-2015

Broward College North Campus, Coconut Creek, Florida

Courses taught: *Operations Management, Applied Organizational Behavior, Leadership Challenges and Supervision, Human Resource Management, Principles of Supervision, Introduction to Management, Entrepreneurship, Introduction to Business and Management and Leadership*

- Provided hybrid (classroom and online) instruction to 20+ students in 6 courses per semester.
- Developed core Bachelor level courses to include Operations Management, Human Resource Management, Leadership Challenges and Supervision and Entrepreneurship and Small Business Management.
- Challenged students, encouraged participation and attendance, and motivated students to learn effectively.
- Participated on the panel to provide feedback to students on their program culminating presentations in five (5) Capstone courses.
- Successfully mastered the transition to Desire To Learn (D2L) online learning system for teaching and learning.
- Consistently received high student evaluations on efforts to meet individual educational needs.

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- Participated in the development of innovative approaches to course design and delivery and ensured that teaching design and delivery comply with the quality and educational standards and regulations of the department.
- Led and developed internal and external networks to foster collaboration and share information and ideas, promoting both the subject and the College.
- Participated in department wide and campus wide committees to advance the mission of the College.
- Led the Bachelor of Applied Science Supervision and Management assessment process.

Adjunct Professor

2011-2012

Broward College North Campus, Coconut Creek, Florida

Courses taught: *Operations Management, Customer Relations for Managers, Business Management Seminar and Management and Leadership*

- Provided classroom and online instruction to 30+ students in 4 courses per semester.
- Lectured and communicated effectively with students of diverse backgrounds on campus and on-line using Blackboard and Desire To Learn (D2L).
- Informed students about course requirements, evaluation procedures, class participation and attendance requirements according to the course syllabus.

Adjunct Professor

2010-2014

Jose Maria Vargas University, Pembroke Pines, Florida

Courses taught: *Operations Management and Economics*

- Taught 20+ students in 2 courses per semester.
- Prepared coursework, lesson plans, and developed teaching strategies to engage students in an interactive learning process.
- Held office hours for students in need of extra assistance with demanding coursework.
- Developed a campus wide grading rubric that was implemented within the Business Department.
- Participated in peer-led focus groups on academic and student affairs.
- Consistently received high student evaluations on instructional methodologies.

COLLEGE SERVICE, HONORS AND AWARDS

Member, UFF-BC Administration Bargaining Committee 2018-Present

Chair, Accountability Workgroup, Advisory Council for the Advancement of Diversity, Equity, and Inclusion (ACADEI) 2020-2022

Co-Chair, Broward College Minority Male Initiative 2017-2022

Member, Broward College Interim Report Subcommittee for the Southern Association of Colleges and Schools Commission on Colleges (SACS-COC) 2018-2019

Member, BrowardUP! Retention Committee 2018-2019

Member, Innovative Tools and Interventions College-wide Strategy Team 2018-2019

Committee Member, Bachelor of Applied Sciences Student Services Manager Search Committee 2019

Member, Broward College President's Leadership Academy 2015-2017

Member, Broward College Emerging Leaders 2015-2016

Finalist, Broward College North Campus Professor of the Year 2015-2016

Nominee, Broward College Endowed Teaching Chair 2015-2016

Reviewer, Broward College North Campus Capstone Projects 2014-2016

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Business Supervision and Management Lead, General Education Outcomes and Assessment Team (GEOAT) 2014-2016
Committee Member, Broward College Academic Standards Committee 2013-2016
Committee Member, District Director, Assessment and Teaching and Learning Search Committee 2016
Chair, Assistant Professor, Bachelor of Applied Science Faculty Search Committee 2015
Committee Member, North Campus Honors Committee 2013-2015
Faculty Participant, North Campus Mentoring Tomorrow's Leaders Symposium 2015
Faculty Judge, North Campus Academic Service-Learning Showcase 2014-2015
Faculty Awardee, Broward College Community Engagement and Volunteerism 2014-2015
Faculty Mentor, Broward College North Campus Faculty Mentoring Program 2014
Committee Member, Dean, Business and Management Search Committee 2014
Faculty Participant, Broward College Board Matching Event 2014
Faculty Participant, Broward College Career Pathways (Cluster) Work Group 2013
Member, Assistant Professor, Marketing and Management Search Committee 2013

PROFESSIONAL EXPERIENCE

Thomas Walker and Associates, LLC, Fort Lauderdale, FL 2013-Present

Managing Partner

- Design and provide technical assistance to community-based and non-governmental organizations in the areas of board and program development, community assessment, and process/outcome evaluation.
- Extensive background in developing and monitoring program and organizational budgets.
- Design financial protocols and procedures to control costs and monitor disbursements.
- Lead evaluation planning processes for nonprofit clients—identifying intended outcomes, key program indicators, strategies, activities, outputs, and data collection methods.
- Facilitate program planning consultations with nonprofit staff members, boards of directors, and advisory councils, delivering multi-year strategic plans.
- Use analytical techniques such as flow charts, surveys, process mapping, and human capital analysis for optimum utilization of organizational resources.
- Analyze such problem areas as organization, personnel and equipment utilization, forms design and functions, systems, procedures, and policies to determine needed modifications or improvements.
- Perform needs assessment to identify employee training needs, recommend or apply applicable teaching strategies, and evaluated employee performance within agency programs.
- Review and advise on operating plans for agency departments, collaborating and work with department executives in syncing annual plans and cross departmental initiatives.

Community Based Connections, Fort Lauderdale, Florida 2010-2012

Director of Programs

- Accountable for the efficient programmatic operations of the organization to include providing leadership and development for the organization's 40 professional and support staff and community mobilization.
- Deployed resources to achieve financial forecast and business objectives for the proper accounting and allocation of the agency's \$3.5 million annual budget.

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- Decreased operating costs by \$500K by reducing space needs utilizing space management strategies and implementing new cost control procedures.
- Developed the organization's personnel and operating policies and procedures for statutory compliance.
- Directed multiple functional areas through division directors and department managers.
- Set aggressive/challenging cross-functional goals that support the organizational goals and strategies.
- Integrated functional strategies utilizing business expertise to reach financial and operational objectives.
- Developed plans for managing/retaining talent inside organization and for improving leadership strength.
- Created quality assurance, utilization, and outcomes management systems for ongoing quality initiatives.
- Assisted the executive manager in planning and executing the annual budget.
- Researched and developed new strategies to achieve company goals and objectives.
- Conducted workshop and community forums regarding leadership, nonprofit organization development and personnel development.

Friends of Children, Lauderhill, Florida

2003-2010

Chief Operations Officer

- Employed to provide oversight for the agency's operations and human resources functions.
- Managed a staff of up to 50 employees including management of professional and paraprofessional staff in two locations in the State of Florida with an annual budget of \$5 million in funding.
- Provided leadership and guidance in the resolution of issues relevant to the operations and development of programs and the expansion of existing services.
- Responsible for the human resources and operations functions for expanding the agency to Tallahassee, Florida including securing office space, recruitment, hiring, training, and negotiating contracts increasing the agency's revenue by \$1 million in funding.
- Provided oversight for four (4) residential facilities, housing a total of 24 youth to include licensing, state reporting, and funder compliance.
- Accountable for the oversight for the strategic management and human resources processes resulting in streamlined operations, reduction in operating costs by 25%, and greater efficiencies.
- Assisted in the preparation of grant proposals and funding packages to meet required funding quotas as directed by funding entities.
- Managed operations including strategic planning, forecasting and quality assurance.
- Maximized revenues through efficient staffing, labor cost controls, and promotions.
- Conducted monthly fiscal analysis, set goals, and led management-level meetings to plan revenue generating strategies increasing the agency's annual budget to \$5 million.
- Designed and implemented employee incentive programs to increase productivity and client satisfaction.
- Reduced employee and client grievances by 80% while maintaining streamlined, profitable departments.
- Interfaced with partners and large clients to develop and maintain organizational strategies, operational efficiencies, and proposals for expansion.
- Developed new performance review process incorporating measurable objectives and realistic expectations.

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- Co-facilitated the Agency becoming nationally accredited by the Council on Accreditation (COA).

Ford Motor Company, Detroit, Michigan

2002-2003

Senior Labor Relations Representative

- Supervised Labor Relations Representative and Support Staff responsible for plant labor affairs.
- Employed to serve as the Senior Labor Relations Representative to complete Labor Relations functions for one of Ford Motor Company's largest Parts Redistribution Centers
- Participated in local contract negotiations between UAW and Ford Motor Company.
- Reduced monetary compensation for grievances filed by the UAW by 30%.
- Conducted training with plant employees on conflict resolution in the workplace.
- Conducted analysis of current labor trends in the market and made recommendations for the Ford Customer Service Division.
- Launched Ford Motor Company's hourly workforce attendance program for the plant's three shifts.

Ford Motor Company, Colorado Springs, Colorado

2000-2002

Human Resources Associate

- Provided support in functional areas of human resources including but not limited to personnel records, employee relations, performance evaluation, diversity recruitment, and special projects.
- Corporate Strategy and the State of Colorado.
- Lead contract negotiator for staffing agency contracts.
- Participated in the development of the Performance Review Process for all Ford Credit Service Centers.
- Gathered and analyzed data on employee turnover, new hires and other employment trends.
- Chaired the development and implementation of diversity recruitment and retention strategies.
- Conducted wage and salary analysis to ensure all employee salaries were within industry guidelines and made appropriate recommendations regarding innovative compensation packages for recruitment.
- Chaired the Employee Rewards and Recognition Program, which was modeled as a Best Practice.

PRESENTATIONS

Minority Male Initiative: A Winning Strategy, presented for National Collegiate Honors Council's Annual Conference, Boston, MA 2018

Pathways @ BC, presented for the Coral Springs Regional Chamber of Commerce Trustee Luncheon, Cora Springs, FL 2018

Governance and Leadership, presented for the Florida Association of Nonprofit Organizations Regional Conference, Fort Lauderdale, FL 2015.

Power Visioning and Strategic Planning, presented for the Florida Association of Nonprofit Organizations State Conference, Key Largo, FL 2014.

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Social Media and Nonprofit Organizations, presented for the Florida Association of Nonprofit Organizations certification class, Ft. Lauderdale, FL 2014.

Leadership Styles in the New Age, presented to a class of new leaders of Mt. Bethel Baptist Church, Ft. Lauderdale, FL, 2009.

Strategies for Success: How to make the best of your college experience, presented to the students enrolled in Professional Development at Brown Mackie College-Miami, Miami, FL, 2009.

Preparing for the Workforce: What's Next? presented to military personnel transitioning to the civilian workforce from the United States Air Force Academy in Colorado Springs, Colorado, 2001.

Interviewing Techniques, presented to military personnel transitioning to the civilian workforce from the United States Air Force Academy in Colorado Springs, Colorado, 2001.

AFFILIATIONS

Board Member, Coral Springs Regional Chamber of Commerce
Member, International Leadership Association (ILA)
Member, Florida Association of Nonprofit Organizations (FANO)
Member, Society for Human Resource Management (SHRM)
Member, Community Based Connections Board of Directors
Vice President, Piney Grove Boys Academy Board of Directors
Member, National Black MBA Association
Former Facilitator/Presenter, Transition Assistance Program (TAP) US Air Force Academy
Colorado Springs, Colorado