

## Wendy M. Nicholson

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### Rutgers University - School of Public Affairs and Administration, Newark, NJ

Doctor of Philosophy: *Public Administration*

Anticipated: 2023

Concentrations: *Social equity & governmental budgeting and finance*

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### EDUCATION

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#### John Jay College of Criminal Justice, New York, NY

Master of Public Administration: *Management and Operations*

#### Tufts University, Medford, MA

Bachelor of Science: *Psychology*

### HONORS

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- Carl Schreiber Memorial Award; MPA graduate with highest GPA
- Pi Alpha Alpha Honor Society
- NASPAA Student Climate Change Simulation Challenge; Presenter on
- The Northeast Regional winning team

### CERTIFICATION

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#### LinkedIn Learning:

2020

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|-----------------------------------|--|
| • Leading Change                  | Transformational Leadership                              |
| • Leadership Strategies for Women | Work on Purpose  |
| • Becoming A Thought Leader       | Compassionate Directness                                 |
| • Mastering Organizational Chaos  | Strategic Thinking                                       |
| • Systems Thinking                | Building Resilience                                      |
| • Developing Resourcefulness      | Developing A Diversity, Inclusion, and Belonging Program |

#### Toastmasters, Inc

2009

- Competent Communicator
- Competent Leader

### TEACHING EXPERIENCE

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Guest Lecturer: Rutgers University-Newark, School of Public Affairs and Administration, Master's in Public Administration

**2021, Fall:** Cultural Competence & Bias Training

**2021, Fall:** Leadership & Motivation

Instructor: LaGuardia Community College Center for Teaching and Learning (CTL)  
**2021, Spring:** Seminar – Diversity, Equity, and Inclusion Across the Campus and Curriculum

Adjunct Professor: John Jay College of Criminal Justice, Master's in Public Administration  
**2019, Summer:** MPA Capstone  
**2018, Fall:** MPA Introduction to Public Administration

Instructor: Queensboro Correctional Facility  
**2019, Spring:** Good, Better, Best! (Personal Skills Development)  
**2018, Fall:** Personal Skills Development

## **RESEARCH INTERESTS**

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### Social Equity

- Racial Battle Fatigue as trauma; the continuum of microaggression to Racial Battle Race and racism; Critical Race Theory; ethnography
- Fatigue and its impact on African American higher education faculty and administrators
- Microaggression

### Intersectionality and higher education

- Gendered racism
- Education policy reform and its consistency with research on success factors for African Americans
- The economics of education, specifically the implications of federal, state, and local funding, and funding policies, on underserved African American communities
- Reentry reform and its impact on education in the criminal justice system, and the prison to college pipeline

### Governmental budgeting & finance

- (in)equity and (in)equality in public finance and budgeting
- The utilization and implications of participatory budgeting in global communities of color
- The impact of gender budgeting on the development and implementation of policies that promote gender equality, particularly in global communities of color

## **RESEARCH EXPERIENCE**

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### **Fellow**

**January 2020- June 2021** *The Rutgers Center for Law, Inequality, and Metropolitan Equity (CLiME), Rutgers Law School (Newark)*

- Financial analyses of returns on public investment of redevelopment subsidies and incentives in state and local economic development
- Equity in public finance and budgeting

## **Graduate Research Assistant**

**July 2016-June 2018** *CUNY Institute for State and Local Governance*

- Conduct primary source research, as part of the Volcker Alliance's 50-state report that investigates and reviews comprehensive multi-year budgeting and financial reporting practices, identifying a set of reporting principles to better assure the clarity and integrity of state financial practices

**July 2016-February 2017** *Department of Public Management, John Jay College of Criminal Justice*

- Conduct primary and secondary source research to investigate tax administration processes
- Examine sources to discover innovations and reforms regarding strategies and options to improve tax administration and collections – delinquencies and debtors, audits, and appeals -for ten state Departments of Revenue

**January-June 2014** *Division of Student Affairs, LaGuardia Community College*

**Chair, Building Inclusive Communities and member of the Planning and Implementation Team for the *Co-curriculum Reconsidered Taskforce***

- Conduct primary source research in collaboration with five multi-disciplinary design teams to investigate best practices in supporting students through graduation
- Identify issues, analyze data, and provide recommendations for improving the College's practices involving student engagement
- Create a structural framework to infuse collaborative co-curricular programming

## **PRESENTATIONS**

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**Introduction to Diversity, Equity, and Inclusion (DEI)**

**July 12, 2022** Student Success Mentors, LaGuardia Community College, Long Island City, NY

**Co-facilitator, Racial Healing Circle**

**June 21, 2022** Truth, Racial Healing, and Transformation Institute, Virtual

**Panelist, PhD Roundtable on Social Equity and Leadership**

**June 8, 2022** Social Equity Leadership Conference, Virtual

**Understanding Microaggressions – An Introductory Training**

**December 7, 2021** Enrollment Management Division, LaGuardia Community College, Long Island City, NY

**Panelist, A Rise in Justice: Conversations for All and Sundry**

**December 3, 2021** 2<sup>nd</sup> Annual WATV Symposium, Rutgers University-Newark, Newark, NJ

**Panelist, Coolin' Waters**

**June 11, 2021** Black and LatinX Affirmation & Action Zone for Empowerment (BLAAZE), Virtual

**Introduction to Unconscious Bias**

**March 24, 2021** Administrative Council, Farmingdale State College, Farmingdale, NY

**Understanding Microaggressions – An Introductory Training**

**December 1, 2020** Administrative Council, Farmingdale State College, Farmingdale, NY

**Racial Equity in Brazil**

**April 12, 2021**, American Society of Public Administration (ASPA) Conference, Virtual

**June 3, 2020**, Virtual Doctoral Colloquium, Rutgers University, Newark, NJ

**October 21, 2019**, Trans Atlantic Dialogues Conference, Baruch College, New York, NY

***“When I Look at You, I Don’t See Color,” Is Not a Compliment: Disrupting Microaggression in the Educational Environment***

**December 17, 2019**, Student Affairs Professional Staff Meeting, LaGuardia Community College, Long Island City, NY

**November 16, 2019**, MPA Saturday Speaker Series, John Jay College of Criminal Justice, New York, NY

**June 6, 2019**, Social Equity Leadership Conference, Rutgers University, Newark, NJ.

**April 13, 2019**, MPA Student Saturday Workshop, John Jay College of Criminal Justice, New York, NY

**January 24, 2019**, Faculty Development Day, John Jay College of Criminal Justice, New York, NY

***Student Affairs, the Power to Achieve: Toward a transformational learning project management model***

**November 11-13, 2016** Northeast Conference on Public Administration (NeCOPA), Harrisburg, PA

**PUBLICATIONS**

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Troutt, D.D., Rubin, M.M., & **Nicholson, W.M.** (2022). Investing in the Equitable State: How New Jersey’s Tax Incentive Programs Fail to Bring Equitable Growth. *Rutgers CLiME*.

<https://static1.squarespace.com/static/5b996f553917ee5e584ba742/t/6257266d164a234f1767068b/1649878645099/Investing+in+the+Equitable+State.pdf>

**Nicholson, W.M.** & Battle, T.S. (2021). Adult education amidst dual pandemics: Community college survival. *Dialogues in Social Justice: An Adult Education Journal*, 6(2),

<https://journals.charlotte.edu/dsj/article/view/1153>

Rubin, M.M, Oliveira, F. & **Nicholson, W.M.** (2020). Racial Equity in Brazil in S.T. Gooden (ed) *Global Equity in Administration: Nervous Areas of Governments* (pp. 135-156). Routledge.

Rubin, M.M. & **Nicholson, W.M.** (2020). The People's Voice, The People's Choice: An Overview of Participatory Budgeting in the United States. *The Chinese Public Administration Review*, 25-45. <https://cpar.net/index.php/cpar/article/view/248>

Bing, V., Hendrickson, J. & **Nicholson, W.M.** (2020). From Diversity to Inclusion: Challenges and Opportunities at an Urban Community College *Dialogues in Social Justice: An Adult Education Journal*, 96-103. <https://journals.uncc.edu/dsj/article/view/960>

**Nicholson, W.M.** (2019) [Review of the book *Race, Education, and Reintegrating Formerly Incarcerated Citizens*, by J. Chaney & J. Schwartz, Eds.] *Dialogues in Social Justice: An Adult Education Journal*, 87-88. <https://journals.uncc.edu/dsj/article/view/791>

**Nicholson, W.M., et al** (2017). The State of Massachusetts and the State of Minnesota In The Volcker Alliance (ed) *Truth and Integrity in State Budgeting: What is the Reality?* New York: Volcker Alliance, Inc.

### **Works in Progress**

Willis, K.K.M., **Nicholson, W.M.**, & McDougale, L. *Diversity, Equity, and Inclusion in Non-Profit Management*. In Meghna Sabharwal, Sean McCandless, & Shilpa Viswanath (Eds.), *Handbook on Diversity, Equity, and Inclusion in Public Administration*. Elgar Publishers.

## **GRANTS**

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*LaGuardia Community College, Long Island City, NY*

- **2019**, \$488,900, CUNY Service Corps & Career Success Program, CUNY Service Corps, City University of New York (CUNY) (Consultant)
- **2013**, \$1M, Summer Youth Employment Program, NYC Department of Youth and Community Development
- **2012**, \$1.25M, Veterans Upward Bound Program, Office of Postsecondary Education, Department of Education

## **PROFESSIONAL EXPERIENCE**

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**2021-** Executive Director of Diversity, Equity, and Inclusion, *LaGuardia Community College, City University of New York (CUNY)*

**2012-2021**, CUNY LEADS Advisor, *LaGuardia Community College, City University of New York (CUNY)*

**2010-2011**, Staff Sign Language Interpreter, *City University of New York (CUNY)*

**2006-2010**, Staff Sign Language Interpreter, *Jacobi Medical Center & North Central Bronx Hospital*

**2002-2006**, Staff Sign Language Interpreter/Co-Chair, Limited English Proficiency Committee, *NY Presbyterian – Payne Whitney Westchester*

**1996-2001**, Owner/Director/Workshop Developer/Facilitator, *Kuumba, Inc.*

**1995-1996**, Program Coordinator, *The ARC of Montgomery County*

**1992-1995**, Residential Counselor, *New York Society for the Deaf*  
**1991-2016**, Freelance Sign Language Interpreter

## **PROFESSIONAL SERVICE**

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### *Freelance Editor and Writer*

- Work with doctoral candidates on dissertation edits to ensure footnotes, bibliographical, and stylistic adherence to various style guides
- Provide thoughtful and constructive feedback regarding contents and structure with timely feedback for potential changes with authors
- Work with MPA candidates on Capstone development and edits to ensure adherence to all submission requirements
- Serve as editor for non-fictional manuscripts for professionals in the areas of criminal justice and education, law enforcement, and gender budgeting; analyzing texts for content, structure, and grammatical accuracy
- Serve as editor for professional full-length fictional screenplay manuscript; analyzing texts for content, structure, and grammatical accuracy
- Create documents and manuals for a developing college internship program; serve as mentor to college internship coordinator
- Creator of creative fictional manuscripts that address numerous contemplative genres

### *Member, City University of New York (CUNY)*

#### **Spring 2022, Black, Race, and Ethnic Studies Initiative (BRESI), Course and curriculum design and curriculum and syllabus decolonization Committee**

- Review and score university-wide requests for proposals (RFP), and recommend awards to the BRESI Council

### *Liaison, LaGuardia Community College*

#### **Fall 2021-**

- Provide guidance to, and collaborate with, various campus committees and departments, to develop, plan, host, and implement campus-wide education and programming:
  - Faculty & Staff of Color Collective
  - LatinX Heritage Committee
  - AAPI Committee
  - Women's Center & LGBTQIA+ Safe Zone Hub
  - The LaGuardia and Wagner Archives
  - Neurodiversity Committee
  - Program for Deaf Adults
  - Campus Life

*Researcher, Writer, LaGuardia Community College*

**Spring 2020-Fall 2022, Middle States Commission on Higher Education (MSCHE) Self-Study: Standard Working Group II, Line of Inquiry I**

- Research, gather, review, summarize and employ data to assess whether the institution meets or exceeds Middle States standards for accreditation
- Collect relevant assessment information through interviews with relevant parties, and research of College website and archives and Evidence Inventory
- Conduct a systematic review of relevant documents, communications, and/or interview transcripts in order to identify pertinent information that provides insights and responses to research questions
- Analyze and summarize information by topics and themes to align them with research questions
- Write and submit a draft of findings and recommendations
- Collaborate with other Standard Working Groups and/or Lines of Inquiry to engage common areas of inquiry and reduce duplicate efforts

*Coordinator and Co-facilitator, LaGuardia Community College*

**November 2021, UNITY: Celebrating Our Shared Humanity & “Say, WHAT??”**

- Coordinate multiple events for a campus-wide week of diversity celebration
- Facilitate campus-wide discussion on civil engagement and communication

*Creator, Coordinator, and Co-Facilitator, LaGuardia Community College*

**November 2020; November 2019, Breaking Bread & Breaking Barriers**

- Develop, coordinate, and implement campus-wide ‘dine and discuss’ sessions to disseminate racial climate survey results
- Facilitate information and discussion session, in-person and virtual

*Member, Coordinator and Facilitator, LaGuardia Community College*

**Fall/Spring 2021-22; Fall/Spring 2020-21; Fall/Spring 2019-20; Fall/Spring 2018-19; Black Lives Matter Steering Committee**

- Participate in interdisciplinary team meetings to plan annual Summit
- Coordinate and facilitate individual summit breakout sessions
- Liaise with elected official office to coordinate keynote address

*Member, LaGuardia Community College*

**Fall/Spring 2020-21, President’s Transition Action Team**

- Collaborate, consult, and work with the president and his advisors to design, develop, and implement a Transition Plan
- Develop and adopt a timetable of key activities, engagements, and meetings to foster the president’s interactions w key internal and external constituents
- Engage in collaborative and honest dialogue with the president on all aspects of the proposed transition and onboarding activities

- Assist the president in analyzing the campus and community engagement taken and needed, to address key opportunities and challenges; review plans of action and inform and support communication strategies to advance these plans
- Attend, participate in, and be prepared for all team meetings and activities

*Co-Chair, LaGuardia Community College*

**Fall 2021 (Member), Fall 2020, Fall 2019, Opening Sessions**

- Mistress of Ceremonies; deliver opening remarks
- Lead/co-lead committee meetings planning fall campus-wide, in-person and virtual professional development day event, including theme development, keynote speaker identification
- Identify and train moderators for online event
- Develop, coordinate, and facilitate campus-wide online JAM sessions, including development of conversational prompts, scheduling session time slots and facilitators
- Collaborate with Marketing and Communications to develop logo and digital invitation
- Coordinate campus-wide PR campaign
- Review and approve workshop proposals, and schedule workshop presentations

*Co-chair, LaGuardia Community College*

**Fall 2019-Fall 2021, President's Advisory Council on Diversity, Equity, and Inclusion (DEI)**

**Fall 2021-, Chair, DEI Leadership Team (DLT)**

- Serve as advisor to college president and liaison to president/executive cabinet regarding issues of diversity, equity, and inclusion
- Assist president in formulating and writing messaging to college related to DEI and racial climate
- Guide, and collaborate with DLT members, to identify DEI training needs external DEI trainers
- Collaborate with council members to develop college social equity plan
- Collaborate with Marketing and IT to create and develop a campus-wide DEI website
- Collaborate with campus affinity groups to coordinate annual Week of Diversity & Inclusion

*Member, Facilitator, LaGuardia Community College*

**Fall 2019-Fall 2021, Senate Subcommittee on Diversity & Inclusion**

- Collaborate with committee members to develop, implement, and facilitate various social equity workshops, including microaggressions

*Program/Curriculum Developer and Facilitator, LaGuardia Community College*

**Spring, 2019; Fall 2019, Tech Scholars Program**

- Participate in inter-disciplinary team meetings to develop parameters of, and create curriculum for, a new grant-funded student tech program
- Facilitate weekly skills development workshops
  - Mastery of Excellence (ME) Academy (essential skills)



- Whiteboarding/problem solving
- Interview prep/mock interview

*Founding member, LaGuardia Community College*

**Spring 2019, Partnering for Racial Justice**

- Participate in interdisciplinary/multi-racial & ethnic team meetings to examine issues surrounding diversity and inclusion on campus and the impact on learning environments
- Coordinate campus-wide diversity & inclusion events

*Member, Facilitator, and Panelist, LaGuardia Community College*

**Fall 2018-Fall 2021, Faculty and Staff of Color Collective (FSOC)**

- FSOC Steering Committee
- Policy & Institutional Reform Subcommittee
- Reading & Scholarship Subcommittee
- Data Analysis Subcommittee
- Participate in campus- and university-wide panels discussing diversity and inclusion
- Create content including surveys and mission statement
- Participate in interdisciplinary team meetings to examine campus climate regarding topics including diversity and inclusion, microaggression, and hiring and promotion policies and processes

*Program Developer and Analyst, LaGuardia Community College*

**2018-2019, Designing for All: Faculty, staff, and student collaboration project**

- Participate in interdisciplinary team meetings to examine accessibility on campus and the impact on learning environments; promote universal design for learning
- Develop student surveys to ascertain accessibility issues on campus
- Promote and collect survey data
- Analyze survey data and provide recommendations to improve institutional accessibility both in learning environments and on campus-at-large

*Developer and facilitator, LaGuardia Community College*

**2012-2021, Center for Career & Professional Development: Develop and facilitate employment skill building workshops for college students,**

- ME Academy – 6-part workshop series on developing and maintaining essential skills
  - Listen to ME (Communication)
  - Work with ME (Collaboration)
  - Follow ME (Leadership)
  - Reason with ME (Critical Thinking)
  - Value ME (Professional Ethics)
  - Include ME (Diversity, Equity and Inclusion)
- Ace that Interview – master techniques needed before, during, and after the interview
- Resume Writing - develop and format winning resumes
- Writing for Success – create dynamic cover and thank you letters

- Professional Pitch – engage your audience in 30-60 seconds
- Deaf Employment Readiness Workshop Series – tools for finding work for people with hearing loss
- Veterans Employment/Career Preparation – transition from military to civilian work life

***Search Committee, LaGuardia Community College***

- **2022**, *Member*, Provost
- **2022**, *Member*, Lecturer-Theatre
- **2021**, Chair, Chief Diversity Officer
- **2019**, *Chair*, CUNY Service Corps Manager
- **2017**, *Member*, Student Disability Services Specialist
- **2015**, *Member*, Student Life Manager

**LANGUAGES**

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- American Sign Language: Fluent
- Spanish: Basic/intermediate
- German: Beginner

**PROFESSIONAL AFFILIATIONS**

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- Graduate Student Government Association (GSGA), Rutgers University-Newark, Doctoral Student Member
- American Society of Public Administrators (ASPA)
- Association for Public Policy Analysis and Management (APPAM)
- Conference of Minority Public Administrators (COMPA)
- Black Doctoral Network (BDN)