

# Emanuel “Nathan” Thomas III, Ph.D.

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## **EDUCATION**

- MAY 2005:** Michigan State University  
*Doctor of Philosophy in Ecological-Community Psychology*
- MAY 1995:** Norfolk State University  
*Master of Arts in Community/Clinical Psychology*
- MAY 1993:** Norfolk State University  
*Bachelor of Arts in Psychology*

## **SUMMARY OF QUALIFICATIONS**

I'm a highly skilled executive with over 25 years of experience managing complex social/environmental factors related to human behavior, group dynamics, diversity, equity, and inclusion in diverse organizations (i.e., non-profit, for-profit, government, and higher education). Based on my strong communication, conflict resolution, community engagement, and diversity work in secondary and higher education, I have excelled in mobilizing and managing diverse employee workgroups, supporting executive leaders with multifaceted diversity-related issues, implementing student pathway programs, and hiring diverse faculty. My work has resulted in securing more than \$13 million in grant funds to promote student enrollment, persistence, college completion, and professionalism; and saving an organization approximately \$1.4 million by improving managers' leadership skills to increase their department's culture, supporting executive leaders with managing organization equity issues, and developing faculty and staff cultural competency skills to improve organization climate.

## **PROFESSIONAL SKILLS**

- Leadership expertise in organizational development, executive coaching, human capital management, Diversity, Equity, Inclusion (DEI), college student success, and developing faculty, staff, and managers' cultural competence
- Develop and implement health equity initiatives that address national and global cultural trends, organizational climate and effectiveness; and faculty, staff, and student psychological well-being and conflict resolution
- Research and teaching skills include mentoring and mentoring program effectiveness, leadership and community development, and college student identity, adjustment, progression, workforce preparation, and graduation

## **PROFESSIONAL EXPERIENCE**

**UNIVERSITY OF NORTH CAROLINA (UNC) HEALTH & UNC SCHOOL OF MEDICINE (Sep 2024 to Present)**  
Morrisville, North Carolina

### **System Executive Leader for Organization Alignment – Culture Office**

- Report to UNC Health Chief Culture Officer
- Support, facilitate, and help lead and align culture efforts across 19 entities (UNC Health Hospitals and Clinics throughout the state, including the School of Medicine) to support the implementation of UNC Health Organization Values (It Starts With Me, Leading The Way, One Great Team, and Carolina Care)
- Work with leaders and managers to help them navigate organization change, structure, and strategy
- Collaborate with leadership to discuss, develop, and implement appropriate organization metrics

**UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL (UNC) SCHOOL OF MEDICINE (Mar 2020 to Sep 2024)**  
Chapel Hill, North Carolina

### **Vice Dean for Inclusive Excellence and Community Engagement**

- Guided efforts to conceptualize, define, assess, nurture, and cultivate diversity as an institutional and educational resource
- Worked closely with UNC SOM unit leaders to identify, develop and implement unit-specific metrics and provide the tools that will support leadership efforts to measure and improve diversity both at the departmental and institutional levels

- Supervised efforts to address broad and specific issues of faculty, trainees, staff and student diversity
- Worked with each department chair, major institute/center director and SOM senior administration to prioritize goals for each unit, develop robust diversity plans, monitor the implementation of those plans as well as progress in improving and advancing diversity, and establish future directions and activities
- Worked closely with the UNC Health Care System (HCS) and other partner organizations responsible for advancing diversity and inclusion throughout the organization
- Served on the Dean's cabinet in the UNC SOM
- Managed the staff and resources of the Office of Inclusive Excellence and Community Engagement
- Implemented the Diversity initiatives of the UNC SOM Strategic Plan
- Promoted and advanced diversity and inclusion for faculty, trainees (in graduate medical education programs and other graduate education and training programs within the SOM), students and SOM staff
- Actively participated and aligned pathway programs at each level of professional development

## **UNIVERSITY OF MISSOURI KANSAS CITY (UMKC) SCHOOL OF MEDICINE (Dec 2017 to Mar 2020)**

Kansas City, Missouri

### **Associate Dean for Diversity and Inclusion**

- Collaborated with faculty, staff and students, to lead efforts in the areas of student diversity, equity, and inclusion through recruiting, retaining, and supporting a diverse student body for undergraduate and graduate students, staff and faculty
- Identified opportunities, developed short and long range diversity planning and policy strategies, implemented, administered, and assessed new and continuing programs and best practices to infuse DEI
- Managed people, processes, and programs to infuse DEI goals in various units, departments, and the school
- Mediated complex and sensitive issues and responded to inquiries regarding university policies and procedures requiring interpretation and recommendation for correction
- Supported hiring decisions, provided coaching and mentoring, and managed performance and staffing
- Identified, clarified, and resolved program issues and concerns with substantial significance in accordance with established policies and procedures
- Managed, developed, and forecasted department and program budget
- Interpreted, implemented, and ensured compliance with university, academic and administrative policies
- Interpreted, implemented, and ensured compliance with LCME, ACGME accreditation standards
- Recommended new internal policies, guidelines, and procedures
- Represented school/department programs and initiatives to both internal and external constituents

## **UNIVERSITY OF KANSAS (KU) (Jul 2014 to Jun 2017)**

Lawrence, Kansas

### **Vice Provost for Diversity and Equity**

#### Leadership and Supervision

- Developed vision, mission, and goals for an office that provides services to KU campuses system-wide
- Provided diversity, equity, and inclusion leadership to 21 units (Chancellor, Provost, Vice Provosts, Deans), the Medical School, Human Resources, Institutional Opportunity & Access, and the Office of Accessibility
- Provided leadership to seven direct reports and more than 40 staff (offices: Emily Taylor Center for Women and Gender Equity, Multicultural Scholars Program, Office of Diversity and Science Training, and the Office of Multicultural Affairs): approximate budget 1.2 million dollars
- Moved DEI from a campus-wide model to a system-wide model (four campuses and the Medical School)
- Implemented [Diversity Leadership Council Workgroup](#) (N= 40) to execute system-wide diversity efforts and developed workgroup to coordinate diversity education and training for all new faculty, staff, and students
- Partnered with the Office of Faculty Development to fund and implement the [National Center for Faculty Development and Diversity \(NCFDD\)](#), [Resources for Inclusive Teaching](#), and the [Diversity Scholars Program](#)

#### Development, Implementation, and Assessment

- Implemented first system-wide [Climate Study](#) to launch system-wide DEI vision, mission, and strategies
- Developed [diversity framework](#) goals and started to implement framework for system-wide diversity plan
- Guided the development of first [KU DEI Web Page](#) and [Diversity Report](#)
- Expanded [Langston Hughes Visiting Professorship](#) from one to two scholars a year: in a three year period over 65% of minority faculty were hired

- Implemented first KU Faculty/Staff Council Affinity Group Breakfast, Diversity Graduate Welcome, [Diversity Leadership Awards](#), [Diversity Faculty Fellow](#), [Reflection Room](#), [OPTIONS - Five Day Bridge Program](#), System-wide Diversity Symposium, [Cultural Competency Conference](#), initiated the start of KU's first Native American Center, and celebrated the achievement of my first Rhodes Scholarship student, [Shegufta Huma](#)
- Provided Implicit Bias training to search teams to improve KU's hiring for excellence process

#### Internal & External University Relationships

- Collaborated with KU Athletics to bring the [first Black track and football captains](#) for MLK Day and recognized during ESPN Big Monday basketball game where [KU MLK video](#) was showcased during halftime
- Traveled to Xiamen, China with KU's Confucius Institute as a KU delegate and served on numerous diversity committees to provide DEI leadership to international student services, and local, regional, and national partners
- Traveled throughout Kansas as Keynote Speaker to support admission with honor student recruitment events
- Developed community engagement position to increase KU relationships with minoritized communities
- Worked with Kansas City Chamber to start a supplier diversity program at KU
- Represented KU on Kansas City Diversity and Inclusion corporate business committee

### **UNIVERSITY OF SOUTH FLORIDA (USF) POLYTECHNIC (Dec 2004 to Jun 2013)**

*Lakeland, Florida*

#### **Campus Diversity Officer/Director**

##### Leadership & Supervision

- **Developed "position and office"** by creating office vision, mission and strategic plan, and developed, implemented, managed and evaluated campus diversity initiatives
- Supervised Diversity and Student Affairs departments (Counseling Services, Career Services, Student Life and Student Services) during an organizational change process
- Supervised staff and managed budgets related to pipeline, retention, and diversity initiatives (e.g., race/ethnicity, gender, LGBTQ, individuals with disabilities, veterans, international students)
- Supervised programming (i.e., conferences, workshops, trainings, and cultural activities) and managed collaborative relationships to enhance campus and community cultural competency and inclusion
- Provided leadership and consultation throughout USF System on effective strategies to effectively implement, sustain, grow, and measure diversity office effectiveness
- Secured research funding for the office of approximately \$1 million

##### Development, Implementation, and Assessment

- Implemented an orientation and Buddy mentoring program to support faculty and staff adjustment and success
- Implemented a student mentoring program to support the retention of diverse students
- Created an organizational measurement model that aligned diversity, equity and inclusion to the campus' vision, mission, and strategic plan
- Implemented a strategy that decentralized diversity efforts into academic departments by securing grant funding that supported underrepresented students (women and minorities in Technology, and males and minorities in Elementary Education) (Link to article: <http://news.usf.edu/article/templates/?a=5434&z=210>)
- Conducted campus-wide student diversity climate survey in 2008 and 2011 (only office in the USF System to conduct a campus-wide student diversity climate survey)
- Provided Diversity Training to USF Polytechnic Executive and Administrative Leaders (only office in the USF System to provide Diversity Training to campus leadership team)

##### Internal & External University Relationships

- Served on numerous faculty and staff search committees (Chancellor and Vice Chancellor) to promote diversity
- Worked closely with USF System Diversity & Equal Opportunity Office (DEO) to provide leadership and collaboration to implement annual system-wide Diversity Conference
- Provided leadership to USF DEO and Human Resources to implement effective mentoring practices to increase the adjustment and retention of new faculty and staff
- Provided leadership and support to help the Lakeland, Florida community address diversity, equity, and inclusion
- Collaborated with local school district, government agencies, businesses and other regional and national colleges to host national STARS conference to increase diversity in computing
- Provided students and faculty with international opportunities through study abroad (El Salvador) and robotic competitions (Mexico)

**JAMES MADISON COLLEGE, MICHIGAN STATE UNIVERSITY (Oct 2003 to Oct 2004)**

*East Lansing, Michigan*

**Diversity Coordinator (Consultant)**

- Worked with the Dean of the College to improve the climate for faculty and staff to enrich the success of minority students interested in law school, politics and public policy
- Implemented a mentoring program to increase and retain minority students in the college
- Implemented diversity strategies to enhance student success for entering law school
- Increased the number DuBois students in campus mentoring and retention programs

**OFFICE OF HEALTH PROMOTION & EDUCATION, UNIVERSITY HEALTH SERVICE  
PENNSYLVANIA STATE UNIVERSITY (Nov 1997 to Jul 2001)**

*University Park, Pennsylvania*

**Community Health Educator- supervised three areas and budgets for the office:**

**“S-Plan” Advisor/Instructor-Support, Survival, Success for African-American & Latino Students New to Penn State - (Nov 1997 to Jul 2001)**

- Supervised “S-Plan” Coordinator and Assistant Coordinator
- Implemented a mentor and leadership model for “S-Plan” mentors and mentees
- Implemented a mentoring curriculum and retreat to increase student success

**Supervisor for HIV Test Counseling - (Apr 1999 to Jul 2001)**

- Supervised HIV test Coordinator and Assistant Coordinator
- Coordinated resources for individuals with negative and positive results
- Collaborated with the Pennsylvania Department of Health for effective services

**Supervisor for The Alcohol Intervention Program (AIP) - (Jul 2000 to Jul 2001)**

- Supervised the AIP Coordinator and Assistant Coordinator
- Coordinated outreach initiatives to increase avenues for responsible drinking
- Collaborated with Judicial Affairs and District Magistrates for appropriate counseling

**CENTER FOR SCHOOLS AND COMMUNITIES, A PENNSYLVANIA DEPARTMENT OF EDUCATION INITIATIVE  
(Feb 1999 to Jul 2000)**

*Lemoyne, Pennsylvania*

**Consultant for Woodland Hills School District (WHSD) Equity Project**

- Assisted the Woodland Hills School District in Pittsburgh, PA with revising and implementing a new discipline policy/student code of conduct
- Assisted WHSD with improving their relationships in minority communities and to increase parent involvement
- Consulted with desegregation experts on educational equity & community involvement

**ROCKFORD PUBLIC SCHOOL DISTRICT, DEPARTMENT OF EDUCATION & EQUITY, (Oct 1995 to Sep 1997)**

*Rockford, Illinois*

**Human Relations Support Specialist**

- Assisted district administrators, teachers and staff in identifying and implementing a fair, equitable, and race neutral school climate (Trained in facilitating Healing Racism) in Illinois’ second largest school district
- Provided training and consultation to principals and building staff for the purpose of identifying issues that result in student achievement, disciplinary referrals, and cultural issues, that aligned with the desegregation court order
- Worked with parent liaisons to assist students, parents, and families with options to appropriate community resources to meet their basic mental and physical health needs

**ACADEMIC APPOINTMENTS**

**Associate Professor (Fixed Term):** Department of Psychiatry, University of North Carolina at Chapel Hill, School of Medicine, *March 2020 to Present*

**Assistant Professor (Fixed Term):** Hospital Team Experience – Graduate Course, School of Medicine, Humanities, University of Missouri – Kansas City, *Summer 2018 to Spring 2020*

**Instructor:** Issues in Diversity - Graduate Course, College of Education, Psychological and Social Foundations, University of South Florida, **Spring 2013 - 2014**

**Instructor:** Organizational Theory and Group Dynamics - Leadership Studies, University of South Florida, **Fall 2012 – Spring 2013**

**Instructor:** Leadership and Diversity In Organizations - Leadership Studies, University of South Florida Polytechnic, **Fall 2008 – 2014** (Developed Face to Face & On-line Course)

**Instructor:** Multicultural Leadership Program for Facilitators - Leadership Studies, University of South Florida Polytechnic, **Fall 2009 – 2012** (Developed Course)

**Instructor:** Multicultural Leadership Program for Mentors 1 & 2 - Leadership Studies, University of South Florida Polytechnic, **Fall 2007-2012** (Developed Course)

**Instructor:** Counseling in Community Settings - Graduate Course, College of Education, Psychological and Social Foundations, University of South Florida, **Spring 2005-2008**

**Teaching Assistant:** Community Psychology - Department of Psychology, Michigan State University, **Fall 2001–Spring 2002**

**Instructor:** Mentoring and Leadership for Black and Latino Students - African & African American Studies, The Pennsylvania State University, **Fall 1997 - Summer 2001**

**Instructor:** Button Wielder Scholars First Year Experience - Undergraduate Studies, The Pennsylvania State University, **Fall 1999 – Spring 1999**

## **RESEARCH EXPERIENCE**

### **UNC SCHOOL OF MEDICINE AND UNC HEALTH DEI CLIMATE SURVEY (Apr 2021- Dec 2022)**

*Chapel Hill, North Carolina*

#### **DEI Climate Survey Leadership Team**

- Responsible for researching, understanding, and meeting with previous climate survey designers to understand survey items, design, reliability, and validity
- Developed survey items, beta tested survey, and conducted focus groups to enhance survey design
- Collaborated with Press Ganey to administer DEI Climate Survey and present survey results
- Developed and presented over 50 DEI Climate Survey reports, which included recommendations, to UNC School of Medicine academic and administrative departments, centers, and UNC Health system hospitals

### **STUDENTS IN TRAINING, IN ACADEMIA, HEALTH, AND RESEARCH (STAHR), UNIVERSITY OF NORTH CAROLINA SCHOOL MEDICINE (Jun 2020 to PRESENT)**

*Chapel Hill, North Carolina*

#### **STAHR Executive Team Leader for Research and Evaluation**

- Responsible for designing, implementing, and evaluating STAHR Thomas Principles' Mentoring model (Identity Development, Social Support, Psychological Support, Academic Support, Sense of Belonging, and Leadership Development)
- Support the development and implementation of the program to enhance faculty, staff, trainee, and student sense of belonging and success.
- Mentor and support USF STAHR program to improve adjustment, retention and graduation in the UNC School of Medicine among underrepresented students

### **PROJECT PRIDE, UNIVERSITY OF SOUTH FLORIDA POLYTECHNIC (Jul 2011 to June 2013)**

*Lakeland, Florida*

#### **Consultant (USF Co- Principal Investigator: Project Pride Mentoring Coordinator)**

- Designed, implemented, and managed Project Pride mentoring
- Implement Thomas Principles to increase the academic and professional development of future elementary male

- and minority teachers
- Served on Executive Leadership team to promote successful grant implementation

**STUDENTS & TECHNOLOGY IN ACADEMIA, RESEARCH AND SERVICE (STARS), UNIVERSITY OF SOUTH FLORIDA (Jul 2006 to Jun 2017)**

*Lakeland, Florida*

**STARS Alliance Executive Team Leader (USF – Former Principal Investigator)**

- Designed, implemented, and evaluated STARS Thomas Principles' Mentoring model (Identity Development, Social Support, Psychological Support, Academic Support, Sense of Belonging, and Leadership Development)
- Mentored and supported USF STARS program to increase recruitment, retention and graduation in the USF IT department
- Supported collaboration with computing departments and alliance wide initiatives
- Consultant: Responsible for student, faculty and staff leadership development

**PROMOTING ACADEMIC SUCCESS FOR BOYS OF COLOR (PASBOC), UNIVERSITY OF SOUTH FLORIDA POLYTECHNIC (Feb 2010 to Aug 2011)**

*Lakeland, Florida*

**Principal Investigator**

- Designed, implemented, and evaluated PASBOC mentoring model and submitted reports to the Polk County School District (PCSD)
- Supervised and managed research team
- Collaborated with PCSD and the University of North Carolina Chapel Hill

**AFRICAN AMERICAN STUDENT MENTORING PROGRAM (AASMP), MICHIGAN STATE UNIVERSITY (Jul 2003 to Jul 2011)**

*East Lansing, Michigan*

**Co – Principal Investigator (First Year Dissertation & Longitudinal Study)**

- Designed, implemented, and evaluated an ethnic-based mentoring model (Identity Development, Social Support, Psychological Support, Academic Support, Sense of Belonging, and Leadership Development) also known as the *Thomas Principles*
- Managed student training and mentoring, survey design, administration and collection, data base design, data entry, data analysis, funding, collaboration, and marketing

**BATTLECREEK EVALUATION PROJECT, MICHIGAN STATE UNIVERSITY PROJECT FUNDED BY THE KELLOG FOUNDATION (May 2002 to Oct 2003)**

*East Lansing, Michigan*

**Research Assistant**

- Supervised Block Inventory survey development and Community Leader data collection
- Trained and supervised student research, database creation, and data entry
- Assisted writing reports, presentations, trainings, and evaluations

**THE PREVENTION RESEARCH CENTER FOR THE PROMOTION OF HUMAN DEVELOPMENT, PENNSYLVANIA STATE UNIVERSITY (Sep 1998 to Jul 2001)**

*University Park, Pennsylvania*

**Prevention Center Research Staff**

- Assisted with the state evaluation of Communities that Care (CTC) in Pennsylvania
- Coordinated interviews with Project Directors and Key Leaders in CTC counties
- Evaluated the effectiveness of Project Directors and Key Leaders in CTC counties

**GRANT SUPPORT & FUNDING**

Grant Funded

**U.S. Department of Health and Human Services, Health Resources and Services Administration (HRSA), Health Careers Opportunity Program (HCOP), Principal Investigator (2018).** University of Missouri-Kansas City (\$3.2 million). Goal: The goal of the Students in Training, in Academia, Health, and Research (STAHR) program is to

increase the number of students from disadvantaged (income and education) backgrounds who pipeline into and graduate from health science degree programs (Medicine, Dentistry, Pharmacy and Bioscience) at UMKC.

**Federal Department of Education, Project Pride, Co-Principal Investigator (2011)**

University of South Florida Polytechnic (\$1.2 million). Goal: To increase the number of males and minorities in k-5<sup>th</sup> grade education in Polk County Florida schools. Serve as mentoring coordinator to support student academic and professional success. (article: <http://news.usf.edu/article/templates/?a=5434&z=210>)

**National Science Foundation (NSF) - Broadening Participation in Computing (BPC), STARS Alliance, Principal Investigator USFP \$700,000, (Parent institution UNC Charlotte) \$9 million:** Goal: To increase the number of women and underrepresented students in computing. As initial Co-PI wrote evaluation and mentoring model and currently serve on executive leadership team to supervise the implementation and evaluation of the STARS Alliance at other universities:

- **2010 STARS Alliance (35 Schools), NSF - BPC \$3.75 million**
- **2008 STARS Alliance (20 Schools), NSF - BPC \$2.6 million**
- **2005 STARS Alliance (10 Schools), NSF - BPC \$2.2 million**

**2010** Polk County School District, Principal Investigator, **\$75,000** (direct cost), *Promoting Academic Success for Boys of Color*, Goal: to increase the academic and social development of Black and Hispanic Boys in k-5<sup>th</sup> grade

**2003** Michigan State University, Co-Principal Investigator internal funding **\$60,000**, *African American Student Mentoring Program*, Dissertation research to increase college adjustment, grade point average, and time to graduation for African American students

**2003** Michigan State University, James Madison College, internal funding, **\$3,000** *African American Student Mentoring Program*

Submitted Grants

- **2017** National Institute of Health, Senior/Key Personnel, *KU IRACDA: A Midwestern Partnership for Training of Postdoctoral Scholars* **\$4.2 Million** (Renewal not funded)
- **2010** National Science Foundation, Principal Investigator. *Resubmit STARS Alliance Mentoring*, **\$599,950** (Scored -Good & Fair; not funded) [Different reviewers for resubmit]
- **2009** National Science Foundation, Principal investigator. *Submitted STARS Alliance Mentoring*, **\$803,044** (Scored - Excellent & Very Good; not funded)

Other Funding

- **2016** Worked with KU Endowment and the Tudor Foundation to fund minority scholarship **~\$350,000**
- **2015** Worked with KU Endowment and Trio to secure funding for five day [bridge program](#) to support 200 first generation, low income, and students of color transition to KU **~\$75,000**

**LICENSE AND PROFESSIONAL CERTIFICATIONS**

**Certification** (2022 in progress) - Executive Coach: International Coaching Federation

**License** (1994 - currently expired) - Certified Rehabilitation Provider: issued by the Commonwealth of Virginia Board of Professional Counselors and Marriage and Family Therapist

**ADDITIONAL EXPERIENCE**

**INVICTUS HUMAN CAPITAL MANAGEMENT (HCM) (Part-time Mar 2010 to Present)**

*Lawrence, Kansas*

**Founder and Consulting Partner** (LinkedIn: [E. Nathan Thomas PhD](#))

- **Satisfied Clients:** Moffitt Cancer Center, Children's Board - Hillsborough County, University of Central Florida
- Subject matter expert on diversity, equity, and inclusion (DEI); implement strategies to develop and manage diversity efforts; and design interventions to support Chief Diversity Officers (CDOs) and DEI leaders that impact faculty, staff, and student success
- Support organizational performance and profits using our **Formula for Success: C<sup>2</sup>S<sup>2</sup>™ - Culture, Compliance, Strategy, and Structure**
- Supervise the research and development component of the firm to address issues of organizational assessment, culture, mentoring and leadership, and issues that impact employee and student success

**MICHIGAN STATE ATHLETIC DEPARTMENT – FOOTBALL TEAM (Aug 2003 to Dec 2003)**

*East Lansing, Michigan*

**Mentor and Student Support Advisor**

- Provided mentoring and social support to increase student achievement
- Provided leadership development to enhance student critical thinking skills and academic success

**CHARTER BEHAVIORAL HEALTH SYSTEM, PACCT PROGRAM**

**(Sep 1997 to Apr 1999)**

*Bellefonte, Pennsylvania*

**Clinical Supervisor (Sep 1998 to Apr 1999)**

- Supervised mental health professionals, mental health workers, family support workers, interns and included budget management
- Conducted staff orientations, evaluations, and consults for therapeutic supervision
- Reviewed staff treatment plans, assessments, discharges, and documentation

**Mental Health Professional (Sep 1997 to Sep 1998)**

- Member of a therapeutic team that provided intensive interventions with families experiencing stress as a result of having a child who is emotionally challenged
- Provided therapeutic services through: advocacy, group, individual, and family therapy

**PROFESSIONAL PEOPLE OF COLOR NETWORK, INC. (PPCN) Feb 1997 to Dec 2004)**

*State College, Pennsylvania*

**President and Chief Executive Officer**

- Founded non-profit corporation that focuses on socialization, leadership, empowerment, and community service that engages young people of color ages 18-35
- Managed daily operations and supervised seven departments of the corporation
- Collaborated with community key leaders to discuss programs and implementation

**BEACH HOUSE, COMPREHENSIVE MENTAL HEALTH SERVICES (Nov 1993 to Oct 1995)**

*Virginia Beach, Virginia*

**Staff Consultant (QMHP) Qualified Mental Health Provider**

- Assisted with psychosocial rehabilitation and assessment [Trained in Total Quality Management (TQM)]
- Responsible for crisis intervention, case management, monitoring psychotropic medication, and provided intensive in-home supports and consultation
- Lectured at various institutions and agencies about mental illness

**THE THERAPY CENTER OF HAMPTON (Feb 1995 to Aug 1995)**

*Hampton, Virginia*

**Graduate Intern/Volunteer**

- Responsible for Clinical Psychological Testing: MMPI, WISC-R, Myers Brigg
- Provided individual and group therapy
- Provided group therapy with Newport News Juvenile Court Adolescents

**NORFOLK PUBLIC SCHOOLS, DEPT. RESEARCH, TESTING & STATISTICS (Jan 1995 to May 1995)**

*Norfolk, Virginia*

**Graduate Intern**

- Observed the development and testing of Ability and Achievement Test
- Studied various aspects of interpreting test results
- Responsible for testing home schooled students

**NORFOLK STATE UNIVERSITY, SUBSTANCE ABUSE/SEXUAL ASSAULT PROGRAM (Aug 1994 to May 1995)**  
Norfolk, Virginia

**Graduate Intern/Supervisor of Student Leadership Program**

- Organized Peer Education programs, retreats, and leadership trainings
- Prepared Resident Hall programs for substance abuse/sexual assault
- Provided crisis intervention and appropriate referral for students with SA/SA issues

**INTERNATIONAL COLLABORATIONS**

- **2014 China:** Traveled to Xiamen with KU's Confucius Institute as a KU Delegate
- **2012 El Salvador:** Traveled to San Salvador to lead a study abroad experience for a group of USF students
- **2011 Mexico:** Traveled to Mexico City to lead a group of STARS computing students on a [RoboCup](#) experience

**PUBLICATIONS**

Boyer, K. E., **Thomas, N.**, Rorrer, A. S., Cooper, D., Vouk, M. A. (2010). Increasing Technical Excellence, Leadership and Commitment of Computing Students through Identity-Based Mentoring. Proceedings of the 41st SIGCSE Technical Symposium on Computer Science Education (SIGCSE '10).

Bell-Watkins, K., Barnes, T., and **Thomas, N.**, (2009). Developing computing identity as a model for prioritizing dynamic K-12 computing curricular standards. *J. Comput. Small Coll.* 24, 3 (Jan. 2009), 125-131.

**Thomas, N.**, Lee, J., Biddle, R., (2008). Identifying Factors that Contribute to Black College Student Retention and Persistence: Utilizing an Ethnic Identity-based Mentoring Model. Manuscript being resubmitted for publication.

**Thomas, N. (in preparation).** Examining Ethnic-Based Mentoring Studies To Retain African American College Students. Manuscript being resubmitted for publication.

**Thomas, N.**, (2005). *The Effects of an Ethnic-based Mentoring Model on College Adjustment, Grade Point Average, and Retention Among First Year African American College Students Attending a Predominantly White Institution.* (Doctoral Dissertation, Michigan State University, 2005). AAT 3189753, from ProQuest database.

Reports

Draper, J., Mieses Malchuk, A., Vander Schaaf, E., Brown, S., Dent, G., Howard, N., Steiner, B., and **Thomas, N.**, (2020). *UNC School of Medicine Task Force to Integrate Social Justice into the Curriculum Final Report.*

Doan, A., Murphy, A., Carlson, J., Cole, M., Doerr, J., Halling, E., Mabachi, N., McMillian, J., **Thomas, N.**, Walzel, R., Yung, C., (2015). *University of Kansas Chancellor's Sexual Assault Task Force Final Report.*

Stephens, M., **Thomas, N.**, Watson, J., (2012). *Children's Board, Hillsborough County, Tampa Florida, Organizational Assessment Final Report.*

**TRAINING MANUALS**

**Thomas, N.**, (2022 updated). STAHR Mentoring Workshop. The Thomas Principles & Identity-Based Mentoring Training Manual presented at the September annual retreat, UNC School of Medicine Office of Diversity, Equity, and Inclusion.

**Thomas, N.**, (2020 updated). STAHR Mentoring Workshop. The Thomas Principles & Identity-Based Mentoring Training Manual presented at the September annual retreat, UNC School of Medicine Office of Diversity, Equity, and Inclusion.

**Thomas, N.**, (2018). STAHR Mentoring Workshop. The Thomas Principles & Identity-Based Mentoring Training Manual presented at the September annual retreat, UMKC School of Medicine Diversity and Inclusion Office.

**Thomas, N.**, & Joe, C., (2012). Project PRIDE Mentoring Workshop. The Thomas Principles & Identity-Based

Mentoring Training Manual presented at the September annual retreat funded by the Department of Education.

**Thomas, N.**, Biddle, Denson, L., McConnell, A., & Suddeth, T. (2006) Identity-based Mentoring Using the Thomas Principles. Training Manual presented at Students in Technology Academia Research and Service (STARS) annual January Workshop funded by the National Sciences Foundation.

### **KEYNOTE / FEATURED SPEAKER**

- 2022 - 2023 Reported DEI Climate survey results to over 50 UNC School of Medicine academic and administrative departments, centers, and UNC Health system hospitals
- 2021- 2022 Provided SOM DEI highlights and department DEI efforts to UNC School of Medicine 27 academic
- 2021 March, UNC Children's Research Institute Grand Rounds - Approaching Research Through a DEI Lens
- 2020 - 2021, numerous meetings (over 50) with faculty, staff, trainees, and learners to discuss the impact of George Floyd's Murder: **Virtual attendance ranged from 20 to 300 people**
- 2020 - 2021 Conducted Bias training with Dr. Stephanie Brown to UNC School of Medicine 27 academic depts
- 2020 August, UNC Lineberger Cancer Center – Facilitated discussion on White Fragility
- 2020 July, Anesthesia Grand Rounds - COVID 19 and Making Culturally Relevant Decisions
- 2020 June, UNC Genetics Town Hall - A Conversation on Racism and Diversity
- 2020 June, UNC School of Medicine Town Hall – **DEI Path Forward: Over 1000 virtual participants**
- 2020 May, Neurology Grand Rounds - COVID 19 and Making Culturally Relevant Decisions
- 2020 April, Surgery Grand Rounds - COVID 19 and Making Culturally Relevant Decisions
- 2018 Kansas Air and Army National Guard
- 2016 Big 12 Black Leadership Summit
- 2016 Topeka, Kansas School District Aspiring Leaders Summit
- 2016 [KU Common Book](#): Ta-Nehisi Coates', #1 New York Times bestseller *Between the World and Me*
- 2015 University of Central Florida Minority Male Summit
- 2015 KU Employee Staff Development Conference & Student Retention Summit
- 2015 & 2016: Wichita Kansas Law Board
- 2014 to 2016 numerous KU High School Recruitment Events: Attendance ranged from **50 to over 1000 people**
- 2014 KU Alumni Annual board meeting
- 2010 Chamber Annual Diversity Luncheon, City of Bartow, Florida
- 2005 to Present STARS Alliance opening speaker

### **PRESENTATIONS**

#### Invited Panelist

**Thomas, N.** and Yates, M., Scaling Effective BPC Practices: Tiered Mentoring. STARS Alliance site visit at the National Science Foundation for Broadening Participation in Computing (BPC). *Washington DC (Sep, 2012)*.

Barnes, T. and **Thomas, N.**, STARS Alliance: A Southeastern Partnership to Broaden Participation in Computing. National Science Foundation 2012 CE21 PI & Community Meeting. *Washington DC (Feb, 2012)*.

**Thomas, N.**, *Impact of the Thomas Principles and Identity-based Mentoring – From Training and Implementation to Expansion*. National Science Foundation, Broadening Participation in Computing (BPC), Alliance and Demonstration Project Awards Special Meeting. *Seattle, Washington (May, 2008)*.

**Thomas N.**, *Mentoring for the Future: Implementing and Evaluating the Effectiveness of Identity-Based Mentoring*. Michigan State Administrative Council on Student Recruitment and Retention. October 13, 2005.

**Thomas N.**, Diversity Summit 2005, Special Presentation to President Genshaft, Faculty and Staff. *Mentoring for the Future: Strategies to Retain and Promote Faculty and Staff*, USF Tampa, April 2005.

**Thomas, N.**, Biddle, B., Carson, C. Brentley, J., *Peer Advising Mentoring Program*, Presented to Michigan State University Student Affairs Staff, April 2003.

#### Conference Presentations

Thomas, N., Varkey, S., Bazemore, M., Brown, S., Long, L., Freeman, A., Scarlett, Y., *Modeling the way: Creating*

systemic change at UNC's School of Medicine. National Conference on Race & Ethnicity in American Higher Education, New Orleans, LA (May, 2023).

Enriquez, A., Ejnoui A., & **Thomas, N.**, *Auto Mentor (My Mentor)*. STARS Celebration 2011. Raleigh, North Carolina (Aug, 2011).

Callen, S., & **Thomas, N.**, *Building a Mentoring Application for Smart Phones: The Future of USFP Mentoring*. STARS Celebration 2010. Orlando, Florida (Aug, 2010).

Cooper, D., & **Thomas, N.**, *Collaborative Study Model*. STARS Celebration 2010. Orlando, Florida (Aug, 2010).

Devon, W., Callen, S., Cooper, D., & **Thomas, N.**, *USF Polytechnic STARS Math & Technology Summer Camp*. STARS Celebration 2010. Orlando, Florida (Aug, 2010).

**Thomas, N.**, It's all about "U" and Your Mentoring Program – Strategies to Help Supervisors Create and Manage Their Mentoring Programs More Effectively. National Conference on Race & Ethnicity in American Higher Education, San Diego, CA (May, 2009) .

Feliciano, P., & **Thomas, N.**, *Mentoring: Making a World of Difference*. Black, Brown and College Bond Conference. Tampa, Florida (Nov, 2008).

**Thomas, N.**, Striving for 100% Graduation: Impact of the Thomas Principles and Identity-based Mentoring – Training to Implementation, Evaluation to Expansion. National Conference on Race and Ethnicity. Orlando, Florida (May, 2008).

**Thomas, N.**, Organized 2<sup>nd</sup> Annual National Conference For The Professional People of Color Network, Chicago, Illinois. *Mobilizing Young Professional of Color to make Community and University Environments Stronger - A call to Action in 2003*. July 2003.

McCarthy, C., **Thomas, N.**, *Ecological Valid Surveys: Telling Resident Stories With Qualitative Data*. Ninth Biennial Conference on Community Research and Action. The Society for Community Research and Action. Division 27 of the American Psychological Association. Las Vegas, New Mexico. June 4-7, 2003.

**Thomas, N.**, McCarthy, C., *Block Inventory: Describing the Physical Environment of Residents*. Ninth Biennial Conference on Community Research and Action. The Society for Community Research and Action. Division 27 of the American Psychological Association. Las Vegas, New Mexico. June 4-7, 2003.

McCarthy, C., **Thomas, N.**, Cantillon, D., *Exploring the Impact of Resident Participation in Community Research*. Ninth Biennial Conference on Community Research and Action. The Society for Community Research and Action. Division 27 of the American Psychological Association. Las Vegas, New Mexico. June 4-7, 2003.

**Thomas, N.**, *Ethnic Influence of Homogeneous and Heterogeneous Groups on Coalition Efficacy*. Ninth Biennial Conference on Community Research and Action. The Society for Community Research and Action. Division 27 of the American Psychological Association. Las Vegas, New Mexico. June 4-7, 2003.

**Thomas, N.**, *S-Plan: Support Survival and Success for African American & Latino Students New to Penn State University*. Minority Student Retention Conference. San Antonio, Texas. October 1999.

#### Professional Presentations

**Thomas, N.**, *Understanding and Addressing Microaggressions: To Fear or Not to Fear Intimidation and Retaliation*, National Leadership Institute at UNC. Chapel Hill, North Carolina. September 2023.

**Thomas, N.**, *Diversity, Equity, and Inclusion Leadership and Organizational Change*, Undergraduate course at UNC: "Literature, Medicine, and Culture." Chapel Hill, North Carolina. October 2022.

Bazemore, M., **Thomas, N.**, *Applying a DEI Framework to Infuse Rural Access and Success Throughout the State*. UNC Rural Internal Advisory Board. Chapel Hill, North Carolina. May 2022.

**Thomas, N.**, *Infusing Diversity, Equity, and Inclusion into the Basic Sciences*. UNC Microbiology and Immunology Seminar. Chapel Hill, North Carolina. August 2021.

- Thomas, N.**, *Approaching Research Through a DEI Lens*. UNC Pediatric Children's Research Institute. Chapel Hill, North Carolina. March 2021.
- Thomas, N.**, *Strategies to Promote the Pipeline in the School of Medicine*. UNC Department of Rheumatology. Chapel Hill, North Carolina. April 2021.
- Thomas, N.**, *Diversity, Equity, and Inclusion Leadership and Organizational Change*, UNC Center for Excellence in Community Mental Health Seminar. Chapel Hill, North Carolina. January 2021.
- Thomas, N.**, *Emergency Medicine and Health Disparities*. UNC Department of Emergency Medicine. Chapel Hill, North Carolina. June 2020.
- Thomas, N.**, *Moderator: STEM Paradigm Shifts Within K-12 and Higher Education*. USF Poly, 1<sup>st</sup> Poly STEM Conference. Lakeland, Florida. April, 2012.
- Thomas, N.**, *Panelist: Experiential Learning: "Learning is Experience. Everything Else is Just Information."* Albert Einstein. USF 9<sup>th</sup> Annual Diversity Summit. Tampa, Florida. March, 2012.
- Thomas, N.**, Mathur, S., Kelly, M., *Gear Up Education*. Polk County Key Leader Post High school Education Coalition. May 12, 2005.
- Thomas N.**, 9<sup>th</sup> Annual Florida Neighborhoods Conference Invited Panelist: Stronger, Safer and more Sustainable Neighborhoods: *How Does the Education System Support and Develop Brighter Communities*. October 22, 2005.
- Thomas, N.**, Mathur, S., Kelly, M., *Gear Up Education*. Polk County Key Leader Post High school Education Coalition. May 12, 2005.
- Thomas, N.**, Biddle, R., Brewer, M., Johnson, D., Powell, C., Webb, M., *The Effects of Ethnic-based Mentoring on College Adjustment Among First Year African American Students*. The International Mentoring Association. Oakland, California. April 5-9, 2005.
- Thomas, N.**, *Factors that Contribute to CAAP (College Achievement Admission Program: Students who are first generation, and low-income) Student Success: Developing an Evaluation Plan*. Office of Support Services, Michigan State University. August 2002.
- Thomas, N.**, *Alcohol Intervention Program Model*: Office of Health Promotion and Education, Penn State University. July 2001.
- Thomas, N.**, *Cultural Diversity In Secondary Education*: State College School District, State College, PA. March 1999.
- Thomas, N.**, *Improving Equity in the Pittsburgh Woodland Hill School District*: Department of Education, Harrisburg PA. April 1999.
- Thomas, N.**, *Equity in the Classroom*: Rockford School District. Rockford, IL. March, 1997.
- Thomas, N.**, *Improving Cultural Climate and Sensitivity Among Rockford School Bus Drivers*: Rockford School District. Rockford, IL. August 1996.
- Thomas, N.**, *Evaluating School Climate During Summer School*: Rockford School District, Rockford, IL. July 1996.

## **FELLOWSHIPS**

- 2004 Michigan State University King, Chavez, Parks, Future Faculty Fellowship (\$35,000)
- 2003 Michigan State University Summer Acceleration Fellowship (\$3,500)
- 2001 Michigan State University Summer Acceleration Fellowship (\$3,500)

## **HONORS & AWARDS**

- 2022 UNC School of Medicine 2022 Health Professions Higher Education Excellence in Diversity (HEED) Award from *INSIGHT Into Diversity* magazine.
- 2022 UNC - Chapel Hill 2022 Martin Luther King Jr., Unsung Hero Award
- 2019 UMKC School of Medicine 2019 Health Professions Higher Education Excellence in Diversity (HEED) Award from *INSIGHT Into Diversity* magazine.
- 2016 University of Kansas Staff Fellows Mentor
- 2012 STARS Alliance Conference (Hampton, VA) General Chair
- 2010 STARS Alliance Conference (Orlando, FL) General Chair (economic impact of ~\$250,000)
- 2007 Nominated for USF Polytechnic Outstanding Faculty of the Year
- 2006 Central Florida Business Diversity Council Award for Outstanding Leadership
- 2001 Nominated for Penn State Vice President's Award for Above and Beyond Service
- 2000 Nominated for the Penn State Dr. James Robinson Equal Opportunity Award
- 2000 Nominated for the Penn State Dr. James Robinson Equal Opportunity Award
- 2000 Nominated for the Penn State Barash Award for Human Service
- 1995 Volunteer Service to the Commonwealth Of VA. Dept. of Youth & Family Services
- 1993 Cum laude and Who's Who Among American College Students
- 1992 Outstanding Leadership Norfolk State University

## **COMMITTEES**

- 2022 UNC Health System Executive Equity & Inclusion Council
- 2022 UNC Paul A. Godley Health Equity Symposium Planning Committee
- 2021 UNC MED Excel Summative Committee
- 2021 Admission Committee to Diversify the UNC School of Medicine
- 2020 UNC School of Medicine Admission Committee
- 2020 UNC Chapel Hill University Diversity Committee
- 2020 UNC Task Force for Integrating Social Justice into the Curriculum
- 2018 National Council for Diversity in the Health Professions
- 2018 UMKC DEI Health Collaborative (Dentistry, Medicine, Nursing, Pharmacy) Committee
- 2018 UMKC School of Medicine Separation Committee
- 2018 UMKC School of Medicine Admission Committee
- 2017 University of Kansas Student Profile Committee (process to include LGBTQ students on KU application)
- 2016 University of Kansas Medical Center Vice Chancellor Diversity Committee
- 2016 Founder and Chair for University of Kansas campus-wide Diversity Education and Training Workgroup
- 2015 University of Kansas Chancellor's Sexual Assault Task Force
- 2014 Founder and Committee Chair for University of Kansas Diversity Leadership Council Workgroup
- 2012 USF Tampa MLK Commemorative Week Committee Chair
- 2012 USF Poly, 1<sup>st</sup> Poly Stem Conference Committee
- 2011 Appointed by President Genshaft to serve on USF Title IX Committee
- 2007 Appointed by President Genshaft to serve on USF Committee on Black Affairs
- 2005 Founder & Chair: Polk County Diversity Team and USF Polytechnic Diversity Advisory Group (DAG)
- 2005 Co-Chair Polk Vision Continuing Education Committee
- 2005 Founder & Chair: USF Polytechnic Welcome & Retention Committee
- 2005 Board Member: Lakeland Community Development Corporation
- 2005 Member Lakeland Chamber Diversity Committee

## **MEMBERSHIPS & ASSOCIATIONS**

- 2022 UNC Black Faculty
- 2018 Association of American Medical Colleges Group on Diversity and Inclusion (GDI)
- 2016 Vice President for Big12 Conference Chief Diversity Officers
- 2015 Association of Public & Land-Grant Universities - Commission on Access, Diversity and Excellence (CADE)
- 2009 National Association of Diversity Officers in Higher Education (NADOHE)
- 2006 National Conference on Race and Ethnicity (NCORE)
- 2005 NASPA Student Affairs Administrators in Higher Education
- 1996 Assistant Eighth Grade Flinn Middle School Basketball Coach
- 1996 Black Health Care Initiative Board

- 1995 Association of Black Psychologist
- 1989 Norfolk State University Student Leadership Program
- 1991 Junior Class President Norfolk State University
- 1991 Alpha Phi Alpha Fraternity Inc.
- 1989 Freshmen Class President Norfolk State University

**References: Available upon request**