

Victoria L. Walsh, Ed.D.

Dynamic executive leader with extensive experience in higher education, specializing in strategy development, change management, and leading institutional transformation. Proven track record of leading teams and organizations to achieve their mission and vision through innovative solutions and strategic initiatives. An independent academic committed to advancing scholarship in leadership in higher education, the culture of institutions, and the narrative experiences of executive leaders.

Education

Doctor of Education | Maryville University, St. Louis, USA

- Higher Education Leadership – Ed.D.
- Thesis: The narrative experiences of women presidents in higher education in the US

Master of Arts | University of Durham, UK (Ustinov College)

- Sociology - Criminal Justice
- Research dissertation: The Politics of Multi-Agency Crime Control

Post Graduate Certificate in Education | Newcastle University, UK

- Practitioner Enquiry (Education Practice and Research)
- Specialized in Education Research: assessment for learning; outcomes-based teaching and learning; and reflective practice for educators

Bachelor of Arts (honors) | University of Durham, UK (Ushaw College)

- Theology
- Research dissertation: Restorative Justice and Restoration in Theologies of Atonement
- Special Study: Eucharistic Theology, Justice, and Human Trafficking

Bachelor of Arts (honors) | University of Durham, UK (St. Aidan's College)

- Sociology
- Research dissertation: Restorative Justice: Restoring or Replacing Justice?

Further Studies and Certifications

Certificate of Specialization | Harvard Business School, MA

- Strategy: specializing in strategy execution, disruptive strategy, and sustainable business strategy.

Qualified Teacher Status | Carmel College, Darlington, UK

- Major: Obtained Qualified Teacher Status and Registered with the General Teaching Council, UK. Teacher Reference Number - Department of Education – 0982860.
- Level of Qualification Obtained: Outstanding.

Professional Experience: Education

State University of New York: Columbia-Greene Community College Hudson, NY

Provost and Senior Vice President for Academic and Student Affairs

October 2023-current

Chief Academic Officer

Most senior member of the President's Cabinet responsible for Academic Affairs, Student Affairs, Enrollment Management, Strategic Planning, Institutional Effectiveness, Institutional Accreditation, Policy and Compliance, Strategic Initiatives, Continuing Education and Professional Development, Workforce Development, College in the High School Program, Prison Education Program, Library and Media Services, Career, Advising, and Transfer Services, Marketing and Communication, Shared Governance and the Institutional Committee Structure.

Key Achievements:

- Development and implementation of the Institutional Sustainability Plan to guide institutional renewal, greater internal financial controls, and revenue diversification.
- Redesign of the enrollment management and marketing strategy and team, including the foundation of an external programs team to improve leadership of prison education, concurrent enrollment, and partnership development. Established the Enrollment Strategy Group to drive change in all aspects of recruitment and retention and improve data informed enrollment practices.
- Implementation of an academic division restructure to better align programs and faculty, reduce expenses, and encourage emerging academic partnerships for new program development.
- Creation of the Academic Council to provide an integrated forum where academic and administrative decisions can be discussed with all stakeholders in the Office of the Provost.
- Foundation of the Center for Innovation, Teaching, and Learning to equip faculty with professional development, education in new and emerging technologies, the encouragement of scholarly research, and a focus on closing equity gaps in student outcomes.
- Collaboration with the C-GCC Foundation to enable investment in strategic initiatives related to the Institutional Sustainability Plan.
- Established the inaugural Dean of Nursing and Health Professions to enable growth and renewal of nursing and allied health programs.

Academic and consultancy work

October 2022-current

Completion of doctoral research and thesis full-time (completed May 2023). Currently engaged in academic writing, executive coaching, life coaching, and consultancy projects in private practice.

Recent consultancy projects:

- Consultant to Aquinas College, Grand Rapids, MI – completed an institutional strategic mission integration review. Worked for the president in developing a plan for institutional renewal and strategic development of Catholic mission and Dominican identity. Facilitated workshops on aspects of mission integration and strategic development.
- Consultant to a private wellness company – assisted a small, woman-owned company in developing their not-for-profit arm; assisted them in establishing a Foundation Office; conducted a feasibility study for a capital campaign; advised them on building a board of trustees. Assisted them in the implementation of their first fully online education and formation program.

- Ongoing consultancy work: providing retreats, programs, facilitation, community-based education programs, and professional development and training to companies, as requested.
- Executive coaching.

Maria College

Albany, NY

Senior Vice President

August 2017-September 2022

Designated deputy for the president and the most senior member of the president's cabinet. Held progressively responsible positions during a major institutional change program at the institution. Led departmental renewal across a range of business areas including, mission integration, strategic planning, student affairs, pastoral care and holistic support, institutional advancement, marketing, and communications.

With the president, managed the Board of Trustees, including, board formation, board development, new board member selection and orientation processes, and acted as senior liaison to the Executive Committee, Governance and Trusteeship Committee, and Advancement Committee. Coordinated all work of the Board of Trustees and for four years oversaw all activity of the Office of the President, including leading or managing key strategic initiatives, and the development of external and partnership relationships. Facilitated the College Council (internal governance) on behalf of the president's office.

Key Achievements:

- Appointed as Chief of Staff to the Board of Trustees during the presidential search process and executive leadership transition – off-boarding the retired president and onboarding the new president.
- Led in the development of a major partnership with a local health care system to provide a cohort model enrollment program for the institution's Bachelor of Science Completion Program in Nursing, leading to increased revenue for the institution. The program is now multi-year and has grown to incorporate other programs at the institution.
- Led the Board of Trustees and the institution through a major by-law revision when the sponsorship of the college by its founders was changed.

Chief Mission Officer

April 2016-September 2022

Served as the inaugural Vice President for Mission Integration and Chief Mission Officer. Responsible for the mission and identity of the institution and ensuring the successful integration of identity and values in all aspects of the life of the College. As Chief Mission Officer, I planned for the sustainability and vibrancy of the institution through strategic planning, cultivation of external partnerships, and the development of programs to advance the institution. I served as the chief advisor to the president, board of trustees, and the institution's senior leadership team on the sponsorship and governance of the College and assisted the president in managing ecclesiastical relationships, advised on Canon Law and ethical issues, and ensured the College complied with the requirements of the College's sponsoring body. I acted as chief liaison to the Conference of Mercy Higher Education, the entity which managed the sponsorship of the institution on behalf of the Sisters of Mercy of the Americas.

I cultivated essential and mutual partnerships that advanced the mission and strategy of the College. Fostered academic and professional conversation and dialogue in the institution on matters of institutional identity, the charism of the sponsors, social justice concerns, Catholic Social Teaching, and the inspiration which comes from the Catholic Intellectual Tradition. This role also involved ensuring the liturgical, spiritual, and service life of the institution supported the community and contributed to a spirit of hospitality, belonging, and dignity for all. Acted as chief advisor to the president on ensuring a moral and ethical framework for decision-making, leadership, and professional practice. Developed and implemented a formation program for the board, administration, faculty, staff, and students concerning the mission, values, and heritage of the institution.

Key Achievements:

- Led the establishment of the Mission Integration Office, embarking on a major strategic vision for the mission and identity of the institution. This included the creation of an institution-wide Mission Animation Team.
- Successfully completed the first institutional mission review process by the sponsoring organization, receiving a commendation for the quality and depth of mission integration work at the institution.
- Founded the Office of Pastoral Care to attend to the spiritual well-being and holistic wellness of the campus community in keeping with the mission of the institution.

Chief Strategic Planning Officer

July 2017-September 2022

Responsible for creating the Office of Strategic Planning ensuring the institution was led through robust, inclusive, and collaborative planning processes. Monitored the effectiveness of the strategic plan, ensuring financial and other resources were strategically aligned. Carried out horizon scanning to ensure the president was kept up to date on risks and opportunities which could impact the strategic vision of the institution and the successful implementation of strategic goals. Worked with senior leaders to ensure departmental plans and assessments were aligned with the strategic vision. Worked with the president on special strategic initiatives and partnerships that advanced the effectiveness and influence of the institution in the wider community.

Led the institution's planning, assessment, and institutional effectiveness efforts including coordinating the committee responsible for these matters. Ensured planning and assessment met institutional accreditation standards and led to greater effectiveness of the College.

Key Achievements:

- Led the institution successfully through two strategic planning processes. The second planning process took the institution to a graduate degree-granting institution.
- Established the institution-wide strategic planning consultative forum, including all key stakeholders in strategic planning and implementation.
- Led the development of planning, assessment, and institutional effectiveness at the institution, including founding the inaugural Department of Institutional Research and Data Governance.

Chief Advancement Officer

May 2018-September 2022

Led the advancement team following a request by the president to transform and re-organize the development, marketing, and communications departments into one Institutional Advancement Office. Led fundraising efforts for the institution and worked with the president in managing and cultivating a portfolio of major donors. Ensured proper stewardship of benefactors and friends of the institution. Oversaw institution-wide events especially those involving the president. Worked with the president in representing the College at external events and networking opportunities which increased the visibility and influence of the College and the president's office.

Acted as Chief Communications Officer ensuring the college was properly and consistently represented in the press. Ensured the president's office communications (internal and external) were of high quality, consistent, and effective.

Key Achievements:

- Attracted the largest annual fundraising campaign for the institution since the creation of the development department.
- Attracted fundraising support from new foundations aligned with the institution's mission.
- Led the marketing department to become an award-winning team, successfully winning the Capital Region MARCOM award for a nursing enrollment marketing campaign.

Senior leader (Chief Student Affairs Officer) responsible for the student affairs office which included the creation and leadership of a comprehensive and integrated student affairs team. The leadership of the department included the following offices: Dean of Students, Academic Support, Tutoring Services, Student Government, Counseling Services, Pastoral Care, Student Life, Student Hardship Fund, Food Pantry, Writing and Communications Center, Opportunity Programs, Title IX, English as Additional Language Support, Accessibility Services, Health and Wellness, Veteran's Services, Careers Services, and the Students At Risk program.

Key Achievements:

- Led the visioning of a new student affairs team and the development of a Student Support Center which provided integrated and holistic support to a diverse study body, tending to their academic, personal, professional, and spiritual needs.
- Led the team which created the Writing and Communications Center to ensure students had robust support for all forms of literacy across the curriculum.
- Established the Student Affairs Assessment and Effectiveness group to measure student learning outcomes and ensure all learners made progress, especially in closing equity gaps.

Once I entered full-time administration, I retained an assistant professorship and continued to teach and advance my scholarship, teaching 3-6 credits per semester, and assisting students with independent studies, as needed.

Key Achievements:

- Led a significant review of mission in the general curriculum, developing a new core course, required for graduation, which ensured all students received education on the mission, values, and core competencies of the institution, and how these informed the study and practice of social justice.
- Re-design of the general curriculum to ensure mission and institutional outcome alignment.
- Spoke at national and international conferences on mission integration and Catholic identity in the curriculum.

Courses taught:

- Effective Leadership in 21st-Century Organizations
- The New Cosmology: Developments in Theology and Spirituality (developed course)
- Foundations of Social Justice – (developed course)
- Advanced Exegesis (developed course)
- Christology and Cosmology (developed course)
- Women and Religion (developed course)
- Ignatian Spirituality (developed course)
- Contemporary Moral Issues
- Topics in Religious Studies
- Spirituality and Ritual
- Spirituality of Life and Death (developed course)
- Art and Religion (developed course)

- Introduction to the New Testament
- Introduction to Criminal Justice (developed course)
- Introduction to Sociology
- Cultural Criminology (developed course)

Gwynedd Mercy University

Adjunct professor

Gwynedd Valley, PA

2018, 2020 Spring semesters

Developed and taught the following course for their criminal justice program:

- Cultural Criminology

Independent Academic Work

2003-present

For over twenty years, I have been actively involved in writing, teaching, and presenting to adult learners community groups as an extension of my academic work. I believe in providing educational services for the community, seeking opportunities to advance scholarship with a wide range of audiences.

Professional and Academic Presentations

Foundations of Social Justice for Emerging Leaders. Workshop to the Mercy Global Action Emerging Leaders Fellowship: An international program through the United Nations. October 25, 2024.

Leading with Compassion: Compassion as an Institutional Value. Professional Development Workshop. Columbia-Greene Community College, Hudson, NY, January 8, 2024.

Catholic Social Teaching and Enrollment Management. Aquinas College, Grand Rapids MI, August 28, 2023.

Catholic Identity in the Contexts of the Apostolic Exhortation, Ex corde Ecclesia, and the Dominican Charism.

Convocation keynote presentation and workshop. Aquinas College, Grand Rapids, MI. January 2023.

Reflective Practice and Wellbeing, Day of retreat for staff at Columbia-Greene County Community College. Catskill, NY, November 18, 2022.

Nurturing the Fruits of Earth and Spirit: Nature, Spirituality, and Wellbeing. Mercy Volunteer Corps Day of Reflection. Mercy Ecospirituality Center, Benson, VT. June 24, 2022.

Witnessing to Faith Amid Complexity. Keynote Presentation to the Roman Catholic Diocese of Albany Annual Retreat for Educators and Catechists. Maria College, Albany, NY. May 20, 2022.

Mercy Values in the Mission of Higher Education. Presentation to the Mercy Associates. Albany, NY. May 7, 2022.

Mission as Narrator and Unifier: A Response to Massimo Faggioli on Identity Crisis in Catholic Higher Education. Association of Catholic Colleges and Universities National Conference, Washington, DC, February 2022.

Foundations of Social Justice: A Mercy Context. Workshop to the Mercy Global Action Emerging Leaders Fellowship: An international program through the United Nations. September 2019, 2022.

Mission and Catholic Identity. Board Development Workshop for the Board of Trustees and Faculty at Bay View Academy, Bay View, RI. October 2021.

Mission and Strategy. Expert panel member for the Board of Trustees at St. Joseph's University, Hartford, CT. March 2021.

Institutional Mission Assessment. With Moya K. Dittmeier, EdD. Institute for Leaders in Catholic Education. Boston College, MA, USA, July 2019

Mission, Curriculum and Pedagogy in Mercy Education: A Practical Response. With co-presenter. University of Carlow Roundtable, May 2019, Mercy International Center, Dublin, Ireland.

Fearless but Forgiving. Women's Leadership Summit. Albany, NY. April 7, 2018.

Mercy: Spirituality For Justice. With Co-presenter. Leadership for Social Justice Conference, St. Mary's College of California. November 21, 2015.

Board Experience

Columbia-Greene Workforce Development Board

Board Member – ex officio January 2025-current

Greene County Economic Development Corporation Board of Directors

Board Member October 2024-current

Albany Diocesan School Board

Board Member 2022-2025

Strategic Planning Committee 2022-2025

Leadership, Committee, and Consultancy Experience

Middle States Commission for Higher Education – peer reviewer; Prison Education Program peer reviewer.

Leadership Mentor, University of Durham Leadership Academy, UK, 2021-current.

Conference for Mercy Higher Education – served as the Chair, vice-Chair, and past-Chair, for four years, on the National Chief Mission Officers' Council for the Conference for Mercy Higher Education.

Conference for Mercy Higher Education - Mission Assessment Institutional Peer Reviewer –team member for the following institutions- Trocaire College, Buffalo, NY; St. Joseph's University, Hartford, CT; Georgian Court University, Lakewood, NJ; Mercyhurst University, Erie, PA; to assess compliance with sponsoring organization.

Association of Catholic Colleges and Universities - Mission Officers' Annual Meeting and Conference – National Planning Committee – February 2019 and 2022.

Representative for the Conference for Mercy Higher Education on the presidential search committee for Maria College, 2021-2022.

Feasibility study for criminal justice programs. Consultant - Maria College, Albany, NY, July-August 2014.

Professional Memberships

New York State Chief Academic Officers Association

International Network for the Study of Spirituality

Association for Coaching

Spiritual Directors International

References

Available upon request