
CARLOS D. PINKERTON, PH.D.

EDUCATION

Doctor of Philosophy	Texas A&M University Program: Higher Education Administration Certificates: College Teaching; Leadership Education, Theory and Practice	2023
Master of Education	University of Toledo Program: Higher Education Administration – Student Affairs	2017
Bachelor of Arts	The Ohio State University Major: Strategic Communications	2010

STUDENT AFFAIRS EXPERIENCE

William & Mary

William & Mary is a public, selective, liberal arts university, founded in 1693. It has a total enrollment of 9,654, its setting is suburban, and the campus size is 1,200 acres. Recognized as No. 53 in national Universities in U.S. News, William & Mary offers more than 30 undergraduate programs and more than 10 graduate and professional degree programs with an endowment of \$1.36 billion.

Executive Director for Planning, Strategy, & Integrative Practices **June 2024 - Present**

As the Executive Director for Planning, Strategy, and Integrative Practices for the Division of Student Affairs, I provide leadership for two key departments which are central to engagement and belonging- the Center for Student Diversity and the Office of First-Generation Student Engagement. I am responsible for leading the Tribe Emergency Funding Committee for the division. I also maintain oversight of the University Decision Appeals Panel, coordinate monthly Division of Student Affairs meetings, provide strategic support for university-wide events (Commencement, Convocation, Charter Day, and Evening of Excellence), and advance strategic planning, accreditation, and assessment efforts for the Division of Student Affairs. I cultivate and maintain strategic partnerships both internal and external to William & Mary, contributing a university-wide voice to strategies on issues impacting students from traditionally marginalized populations. I report to the Assistant Vice President for Planning, Strategy, and Integrative Practices, and indirect report to the Senior Vice President for Student Affairs & Public Safety and serve as member of Senior Vice President’s Cabinet.

Select Accomplishments

- Streamlined Division of Student Affairs emergency funding to aid more students in need
- Facilitated a restructure of the Center for Student Diversity
- Implemented a new website for thematic area to showcase the offerings of the team
- Forged collaboration between Division of Student Affairs and Aramark Dining Services
- Author Division Annual Report for 2023-2024 Academic Year

Associate Dean of Students**November 2023 – June 2024**

As the Associate Dean of Students, I had primary oversight of the Center for Student Diversity and Family and Parent Programs, the HEART Fund, Reasonable Religious Accommodations, and Joint Degree Programme. I was responsible for the strategic leadership of the Dean of Students Office (DOSO) and provide support for cross campus collaborations for New Student Transition and Engagement programs, university commencement, cultural graduation celebrations, summer programming, and serve on the Dean of Students Advisory Team. Managed two full time staff members Assistant Dean of Students and Director of Center for Student Diversity, and Director of Parent and Family Programs. I had indirect supervision of 3 additional fulltime staff members.

Managing budget totaling: \$3 million

Select Accomplishments

- Served as cabinet-level leader overseeing the Student Success Thematic Area, which includes 25 professional staff members and over 150 undergraduate and graduate student employees
- Provided strategic leadership for the Center for Student Diversity, and Parent and Family Programs
- Served as a direct supervisor for an Assistant Dean of Student & Director, and Director for Family Engagement
- Developed plans and restructure operations of thematic area
- Facilitated strategic planning, assessment, program evaluation, and development efforts for thematic area
- Enacted strategic priorities across the departments responsible for providing broad range of programs and services, including the needs of a diverse student body
- Provided immediate crisis intervention for students and families within the Student Success Thematic Area
- Drafted high-level communication for the Dean of Students, including emergency response, proposals, and external communications
- Served as member of the supervisory on-call rotations

The Texas A&M University System

The Texas A&M University System is one of the nation's largest university systems with an endowment of \$13.5 billion. The Texas A&M University System comprises 11 universities, a comprehensive health center, eight agencies, and the RELLIS Campus. TAMUS educates more than 153,000 students and makes more than \$22 million additional educational contacts through service and outreach programs annually. System-wide research and development expenditures exceed \$1 billion and help drive the state economy.

Assistant Director of Student Life – RELLIS Academic Alliance**October 2021 – October 2023**

As the Assistant Director of Student Life, reported to the Provost and Associate Vice Chancellor for the Texas A&M University System, responsibilities included managing the Office of Student Life, overseeing student activities, organization, general student engagement, and managing campus free speech activities. Managing the Office of Student Life assessment and continuous improvement plans. Supervised two full-time coordinators and a graduate intern. Managing COVID-19 student tracking database and coordinating

commencement ceremonies for the RELLIS Campus, managing the campus Behavior Intervention Team, and ensuring compliance of the Office of Student Life with all federal, state, and local policies and guidelines. Managed student concerns and grievances and generate amicable solutions. Managed course scheduling and planning for First Year seminar courses.

Managing budget totaling: \$60,000.00

Select Accomplishments

- Developed a strategic plan for the Office of Student Life
- Created diversity, equity, and inclusion strategic plan for the RELLIS Academic Alliance that helped to foster a sense of belonging on campus for minority students
- Implemented data management systems to help student organizations reserve rooms, request marketing assistance, and register events on campus
- Conducted assessments of various student programs to ensure quality, student learning, and development
- Forged relationships with Combined Arms to ensure that student veterans have access to campus and community resources
- Implemented student communication software that tracks student participation and engagement on campus utilizing various metrics, which increased student involvement by 20% in one year
- Directed First Year seminar course across 11 universities and one community college

Student Engagement Coordinator – RELLIS Academic Alliance September 2018 – October 2021

As the Student Engagement Coordinator, reported to the Provost and Associate Vice Chancellor for the Texas A&M University System; responsibilities included managing the Office of Student Life, overseeing student activities, organization, and general student engagement. Coordinating commencement ceremonies for the RELLIS Campus, managing the campus Behavior Intervention Team, and ensuring compliance of the Office of Student Life with all federal, state, and local policies and guidelines

Managing a budget totaling: \$35,000.00

Select Accomplishments

- Obtained Title IX Investigator Certification (Association of Title IX Investigators)
- Restructured operations for the Office of Student Life
- Implemented, reviewed, edited, and aligned unit with policies and procedures with best practices
- Advised student advisory council
- Established the RELLIS Care Team involving university system partners (Blinn College, Texas A&M University Psychology Clinic, TAMU Police, and Academic Alliance partners)

Texas A&M University

Texas A&M University in College Station is the first public institution of higher education in Texas. It is home to over 73,284 students. Texas A&M University has an endowment of \$9.6 Billion. Texas A&M University has research expenditures totaling \$1.13 billion and has over 1100 student organizations.

Community Director – Residence Life

June 2015 – September 2018

Reported to the Area Coordinator for Residence Education on managing three residence halls totaling 750 students, 16 Resident Advisors, and two Graduate Hall Directors. Managed the operations of the residential

complexes (room and building key inventory, maintenance requests, residential programs, and residential student conduct). Served as a university student conduct panel member, a Maroon and White Leadership Society coach, and Howdy Week (Welcome Week) coordinating team member. Served as the primary advisor for the Residential Housing Association.

Managing a budget totaling: \$130,000.00

Select Accomplishments

- Created the African American, Latinx American, Native American (AALANA) Living Learning Community
- Increased diversity of residence life staff by 35% by implementing intentional practices for recruitment and selection of staff members
- Executed identity-conscious programming to improve retention rates of African American and Latinx-identified students by 21%
- Received Diversity Education Award for 2017

The University of Toledo

Founded in 1872, The University of Toledo (UT) is a research-active university. One of 14 public universities in Ohio. UT enrolls approximately 13,000 undergraduate students and 4,600 graduate students.

Graduate Administrative Assistant – Office of the Dean of Students January 2014 – June 2015

Reported to the Dean of Students and was responsible for managing the office of the Dean. Assisted in developing and implementing policies and procedures to protect undocumented students. Managed the student and parent complaint portal to find viable solutions to enhance the student experience at UT. Supervised 13 student workers and one part-time administrative office assistant. Oversaw the Leadership UT (LUT) Scholarship program and selected over 30 students to receive the LUT scholarship.

Managing a budget totaling: \$55,000

Select Accomplishments

- Co-chaired search committees for Assistant Dean of Students and Director of Recreational Sports
- Planned and implemented major university events such as New Student Convocation and Homecoming Coronation
- Represented the Dean of Students at New Student Orientation
- Co-advised the undergraduate student government
- Developed and facilitated a leadership course for 36 first-year students
- Investigated approximately 200 cases with satisfactory outcomes of 94% of student and parent issues of concern

Director of Programming – Office of the Vice President for Student Affairs September 2013 – May 2014

Reporting to the Vice President for Student Affairs (VPSA), implemented programs and initiatives for Black male students at the university with Brothers on the Rise. A representative for the VPSA and worked alongside Alpha Phi Boulé to ensure transformative programming with students and community members.

Select Accomplishments

- Fostered a greater emphasis on the academic, professional, and personal success of minority male students
- Served as liaison between campus partners and the collaborating community organization
- Assisted in bringing in prominent business executives to campus as keynote experiences monthly to enrich the Black male student experience
- Represented the Office of the VPSA at significant campus events

Columbia University in the City of New York

Founded in 1754 as King's College in New York, New York. Columbia is a private Ivy League research institution, and Columbia is the tenth oldest institution of higher education in the United States. Columbia has an endowment of \$14.35 billion and 6,398 undergraduate students, and 24,412 graduate students.

Conference Housing Desk Manager - University Housing

May 2014 – August 2014

Served as an intern for the Association of College and University Housing Officials - International. Managed conference and intern housing for Columbia University for one summer. Managed various relationships with outside business partners and campus stakeholders for conference housing—management of seven facilities overseeing maintenance, custodial, and reservation of meeting spaces.

Managing a budget totaling: ~\$1 million

Select Accomplishments

- Managed a staff of seven conference housing assistants
- Executed 23 conferences that expanded over seven residence halls
- Administered and assessed charges and received funds for business accounts

The Ohio State University

Founded in 1870 in Columbus, Ohio. The Ohio State University (OSU) is considered a Public-Ivy and is the flagship university in Ohio. OSU has an endowment of \$6.8 billion and 53,557 undergraduate students, and 14,400 graduate students.

Program Assistant – University Development

November 2010 – May 2012

Reporting to the Director of Donor Relations, communicated with donors to the university at the \$10,000 level and above. Prepared annual giving reports for development officers and assisted in the planning and executing of major donor events for the university's capital campaign. Developed student leaders to serve as student representatives at key donor events.

Select Accomplishments

- Created the University Foundation Student Ambassadors Program that enhances student and donor relationships to encourage
- Coordinated the Oval Society and Neil Legacy Society donor recognition programs
- Assisted members of the President's Club with the processing of their annual gifts
- Benchmarked peer universities for innovative ways for new and existing donor engagement

Greek Week Advisor – Office of Fraternity and Sorority Life**May 2011 – May 2012**

Reporting to the Director of Fraternity and Sorority Life, created leadership programming that enhanced student philanthropy, cross-organization collaboration, and organizational development. Assisted in restructuring Greek Week and Homecoming Week programming, which has become the Greek Programming Board. OSU's Greek Community is home to over 4000 undergraduate students.

Managing a budget totaling: \$130,000

Select Accomplishments

- Developed learning outcomes that enhanced leadership, collaboration, and event planning for Greek students
- Facilitated a two-day leadership retreat focusing on the organizational/ personal development of Greek students
- Created diversity, equity, and inclusion initiatives to enhance Greek students' cultural awareness of marginalized groups

TEACHING & INSTRUCTION**William & Mary**

Course	Credits	n	Semester
EPPL 637: Social Justice Praxis, <i>Adjunct Professor</i>	3	14	Spring 2025

Blinn College District

Course	Credits	n	Semester
EDUC 1100: Learning Frameworks, <i>Instructor</i>	1	9	Spring 2023
EDUC 1100: Learning Frameworks, <i>Instructor</i>	1	20	Fall 2023
EDUC 1100: Learning Frameworks, <i>Instructor</i>	1	16	Fall 2023
EDUC 1300: Learning Frameworks, <i>Instructor</i>	3	10	Fall 2023

Texas A&M University

Course	Credits	n	Semester
EDAD 629: Diversity and Social Justice in Higher Education, <i>Teaching Assistant</i>	3	17	Spring 2022

The University of Toledo

Course	Credits	n	Semester
COUN 3380: College Student Leadership Development I, <i>Instructor</i>	3	42	Fall 2014
COUN 3390: College Student Leadership Development II, <i>Instructor</i>	3	42	Spring 2015

PROFESSIONAL ASSOCIATION MEMBERSHIPS

National Association of Student Personnel Administrators
 Association of Title IX Administrators
 National Behavioral Intervention Team Administrators
 Association for College and University Housing Officers International

November 2014 – Present
October 2018 – December 2024
December 2019 – December 2021
October 2013 – September 2018

PROFESSIONAL PRESENTATIONS

- Pinkerton, C. (2016, March) Challenging Mediocrity: Development of a Rehiring Process for Returning RAs. Southwest Affiliate of College and University Housing Officers (SWACUHO). Waco, Texas
- Pinkerton, C. (2017, June) Challenging Whiteness as a Student Affairs Professional. National Conference on Race and Ethnicity (NCORE). Dallas/Ft. Worth, TX
- Pinkerton, C. (2018, March) Returning to Your Alma Mater as a New Professional, Student Affairs Administrators in Higher Education (NASPA). Philadelphia, PA.
- Pinkerton, C. (2021, September) Understanding Title IX and Rape Culture, Alpha Phi Alpha Fraternity, Inc. -Texas Council of Alpha Chapters (TCAC). Austin – TX.
- Pinkerton, C. (2021, October) Cultivating Equity-Minded Practices for Practitioners and Scholars, Civic Literacy, Inclusion, Diversity, and Equity (CLIDE) Texas A&M University- Galveston. Galveston, TX.
- Pinkerton, C., O’Neal, K., Surratt, D. (2023, March) Navigating University Politics as a Black Man, Student Affairs Administrators in Higher Education (NASPA). Boston, MA.
- Pinkerton, C. (2024, March) Employing Critical Race Methodology in Empirical Research, University of Cincinnati. Cincinnati, OH.

COMMUNITY INVOLVEMENT

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| ALPHA PHI ALPHA FRATERNITY, INC. - ZETA LAMBDA CHAPTER
<i>Associate Editor to the Sphinx</i> | November 2023 – Present |
| ALPHA PHI ALPHA FRATERNITY, INC. – XI ETA LAMBDA CHAPTER
<i>Chapter Recording Secretary</i> | November 2019 – 2021 |
| EMERGING 100 HOUSTON
<i>Recording Secretary, Interim Vice President of Operations</i> | February 2018 – 2022 |
| HOUSTON AREA URBAN LEAGUE YOUNG PROFESSIONALS
<i>Parliamentarian</i> | July 2017 – July 2018 |
| 100 Black Men of Metropolitan Houston
<i>Membership Selection - Co-Chair</i> | September 2022 – December 2023 |