

MARTHA SMITH SHARPE
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EDUCATION

Ed.D, College of William and Mary, Williamsburg, Virginia Concentration: Higher Education, August 1992 Elected to Kappa Delta Pi

M.A., University of North Carolina at Greensboro, Greensboro, North Carolina Concentration: Developmental Psychology and Human Learning and Cognition May 1979

A.B., *cum laude*, Davidson College, Davidson, North Carolina, Major: Psychology, May 1977 Elected to Phi Beta Kappa

EXPERIENCE

- **President and Primary Consultant**, Skyline Horizons LLC. 2014-present.
- **University Accreditation Liaison & Associate Vice President for Institutional Research**, Office of the President, 2013-2014
- ***Vice Provost, Planning and Institutional Effectiveness, Old Dominion University, 2008- 2013***
- ***Assistant Vice President, Institutional Research and Assessment, Old Dominion University, 2002 – 2008***
- ***Director, Institutional Research and Assessment, Old Dominion University, 1993-2002***
- ***Associate Director, University Planning and Institutional Research, Old Dominion University, 1986-1993***
- ***Enrollment Planning Analyst, University Planning and Institutional Research, Old Dominion University, 1983-1986***

Senior accreditation and accountability officer for the University. Oversaw all regional accreditation and compliance activities, serves as Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) Accreditation Liaison, and as a primary liaison with state agencies in the area of accountability and planning. Let successful 2012 SACSCOC reaffirmation process resulting in no recommendations.

As a member of the Provost's senior staff, assisted the Provost in establishing academic and resource management plans for Academic Affairs and the University. Developed analyses and information systems to support academic program planning and resource management and allocation activities.

Oversaw analytical support for executive-level decision making in the areas of enrollment management, and faculty and student resources. Developed reports, executive summaries, and briefings. Presented information and recommendations to a variety of audiences including academic and administrative communities and the Board of Visitors. Provided analytical support to presidential committees.

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Analyzed the University's position relative to external accountability measures established by state and federal agencies and oversees the development of extensive accountability reporting systems. Monitored and reported University performance on state-mandated Institutional Performance Measures arising from the Virginia Higher Education Restructuring Act. Analyzed University, Commonwealth, and national data and consulted with state agencies on data sources and methods for data analysis. Staffed in the State Council for Higher Education Faculty Salary Peer Group selection process. Monitored accountability systems of other states and makes recommendations for changing and expanding institutional measures for benchmarking and planning purposes.

Oversaw the Assessment of Academic Achievement program at the University. Coordinated regular freshmen, transfer, senior, graduate student, and alumni assessment programs conducted centrally and provides coordination with assessment and evaluation activities in other administrative areas including student services. Guided academic colleges and programs in the academic program assessment planning and reporting cycle. Assisted in the development of assessment of general education competencies for reporting the state agencies. Facilitated the use of assessment data in regional and specialized accreditation activities. Consulted on technical systems support for all assessment data collection. Assisted in the development of continuous improvement plans arising from assessment of student learning measures and administrative assessment plans.

Assisted the Vice President of Institutional Advancement and the Executive Director of Admissions in setting the agenda for the University Enrollment Commission. Oversaw staff support for enrollment planning, projections and management activities.

Assisted the Office of Administration and Finance and the Budget Office in establishing tuition and revenue forecasting models for use in short- and long-term planning processes. Assisted in developing resource allocation models and provides analytic support in the development of the University budget.

Assisted in the coordination of the University-wide and college-level strategic planning and accreditation processes. Oversaw the production of the Academic Plan under the Commonwealth Higher Education Restructuring Act. Served as a member of the Steering Committee for Old Dominion's Reaffirmation of Accreditation in 2002 by the Southern Association of Colleges and Schools/Commission of Colleges and the Institutional Effectiveness subcommittee. Coordinated data collection and instrument development to facilitate self-study. Participated in the development of recommendations and provides technical and analytical support to facilitate accreditation and strategic planning activities. Conducted environmental scan for the *Old Dominion University Strategic Plan: 2000-2005*. Assisted in self-study and annual reporting to the 22 specialized accrediting agencies which review 75 academic programs at the University.

Provided leadership and supervision for the University's planning, institutional analysis and research functions, and state and federal reporting functions. Ensured that accurate and timely management information is available to executive leadership, deans, and department chairs. Oversaw computing systems development for University activity and acts as state Reports Coordinator. Oversaw development of office web site.

Coordinated the University's state, federal, and ad hoc reporting activities. Ensured reports were submitted in a complete, accurate, and timely fashion. Oversaw conversion of University

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reporting mechanisms from the legacy system to Banner system implemented in 1999. Supervised the development of the Data Mart with internal and external technical support staff.

Sat on University-wide technology committees with oversight for procurement of academic and administrative systems to support the University's mission. These committees include: Information Technology Advisory Committee and the Business Intelligence Planning Committee. Project Sponsor for University's Business Intelligence Initiative.

Assisted the Office of Research and Graduate Studies in developing program evaluation and assessment plans and tools. Consulted on administrative systems development to support the graduate school. Assisted individual faculty members in crafting grant proposals using institutional research data. Developed assessment plans for proposal writers to ensure integration and coordination with existing University research and assessment activities.

Conducted and oversaw research and management studies in a variety of academic areas to address specific information needs, e.g., student retention, enrollment trends, academic program productivity, and faculty allocation and workload. Responded to state agency requests for analyses and provided data and technical support for accreditation activities at the university, college, and program levels.

Developed mechanisms for disseminating management information that utilizes the most advanced technological support available at the University. Oversaw the development of the Provost's area on the University's campus information system and the World Wide Web.

Oversaw the maintenance and development of enrollment and faculty reporting software used to address data and information needs of the University community. Monitored data and software integrity, researched problems, and directed systems development activities.

Coordinated the University's enrollment planning process and submitted the University's official enrollment projections to state agencies. Provided analytical support to the University's Enrollment Management Committee.

Provided staff support and technical assistance to vice presidents in resource allocation and other University decision-making processes that require enrollment and faculty information. Analyzed issues related to faculty allocation and reallocation in light of program, department, and college enrollments and degree productivity and participates in decision-making.

Developed the mission, policy, and procedures for the Office of Institutional Research and Assessment. Provided leadership to staff in achieving office priorities. Supervised six professional and three paraprofessional staff members. Developed job descriptions and performance plans. Conducted searches and performance evaluations.

UNIVERSITY COMMITTEE MEMBERSHIP

Provost's Council

Information Technology Advisory Committee

Business Intelligence Group

PROFESSIONAL SERVICE

On- and Off-Site Reviewer. Southern Association of Colleges and Schools Commission on Colleges. Reviewed standards on Mission, Institutional Effectiveness, College-Level Competencies, Faculty Evaluation and Consortium Relationships. Drafted narrative for Off-Site Report. 2009 and 2012.

Higher Education Appointee, Planning Accreditation Board (PAB), Chair Standards Committee. 2012-2015.

Public Member, Commission on Accreditation for Health Informatics and Information Management Education, 2007 – 2011. Chair, Quality Committee.

Public Commissioner, Montessori Accreditation Council for Teacher Education (MACTE), Commission on Accreditation, 1998- 2007 Vice Chair, 1999-2005 Chair, Research and Evaluation Committee, 1999-2007

Wrote the Commission's *Research and Evaluation Plan*, which describes a process that ensures that the effectiveness of the organization is under constant self-evaluation and improvement. Conducted multi-part research study on reliability and validity of Commission Essential Standards and Criteria and measured inter-rater reliability of self-study review process. Oversaw the development of student learning outcomes assessment in the MACTE Standards and developed guidelines and training modules to assist accredited programs in documenting compliance with student learning outcomes assessment requirements. *Chair, Distance Education Committee (ad hoc)* Conducted a survey of accredited programs analyzing the need for changes in standards to accommodate emerging use of distance education. Conducted analysis reduced fee policies. Assisted in writing *Petition for Recognition* to the U.S. Department of Education in 2000, 2002, and 2008. Represented Commission in testimony to the National Advisory Committee on Institutional Quality and Integrity, U.S. Department of Education, December 2000 and 2004.

OTHER PROFESSIONAL EXPERIENCE

Adjunct Assistant Professor, Department of Educational Leadership and Counseling, Old Dominion University, Norfolk, Virginia, 1993 – 2014

Teaches graduate courses in college and university organization and governance, the finance of higher education, and institutional assessment and evaluation. Sits on thesis and dissertation committees and assists in the administration and evaluation of the master's comprehensive examinations.

Developmental Counselor/Evaluation Specialist, Center for Student Academic Development Programs, University of Delaware, Newark, Delaware, 1981 – 1982

Designed and directed research and evaluation in a federally-funded (TRIO) student special services program supporting retention of educationally and economically disadvantaged university students. Acted as an academic advisor.

Field Researcher. System Development Corporation, Santa Monica, California, 1980

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Conducted research and evaluation on federally funded education and nutrition programs. Negotiated data collection arrangements with school personnel, and educated administrators regarding the purposes of the research and data collection.

Instructor, Teaching Assistant, Research Assistant, Department of Psychology, University of North Carolina at Greensboro, 1977 – 1979

Taught junior-level psychology courses in cognitive and developmental psychology. Conducted research in memory and cognitive processes of children and adults.

ACADEMIC AND PROFESSIONAL RECOGNITIONS

Phi Kappa Phi, scholastic honor society, Old Dominion University chapter, May 2002.

Administrator of the Year, Old Dominion University, April 2000.

Armand and Mary Faust Galfo Research Award, for outstanding achievements in research design and methodology and support to faculty and students in their research efforts. College of William and Mary, April 1991. \$1,000 award to support dissertation research.

Kappa Delta Pi, scholastic honor society in education, College of William and Mary chapter, May 1990.

Paschall Higher Education Award, for "academic excellence and professional promise." School of Education, College of William and Mary, April 1990.

Summer Institute for Women in Higher Education Administration, sponsored by Bryn Mawr College and HERS. Selected to represent Old Dominion University, Summer 1988.

Phi Beta Kappa, elected to Gamma Chapter of North Carolina at Davidson College, May 1977.

PROFESSIONAL MEMBERSHIPS

Association for Institutional Research, 1984 - 2014. Southern Association for Institutional Research, 1985 - 2014.

Virginia Association for Management Analysis and Planning, 1983- 2014. Executive Committee member and Secretary/Treasurer, 1985-1990. Doctoral constituent representative, 1995-1997.

Society for College and University Planning, 1985 –2014. National conference paper reviewer, 1997-1998. Member Academic Planning Academy, 1997-1999.

University Women's Caucus, Old Dominion University, 1984-2014. Child Care Committee, 1987-88. Treasurer, 1990-91. President, 1992-93. Board Member, 1990-1998.

Association of Old Dominion University Administrators, 1990-2014.

Association for the Study of Higher Education, 1991–1997.

OTHER PROFESSIONAL DEVELOPMENT

AIR/NCES National Database Institute. Sponsored by the Association for Institutional Research

and the National Center for Education Statistics. Competitive grant awarded to participate. Washington, D.C. 1998.

Seminar for Senior Women Administrators. Sponsored by the Virginia Identification Program for Women Leaders in Higher Education, 1997-98.

Summer Institute for Women in Higher Education Administration. Sponsored by the Higher Education Resource Services and Bryn Mawr College, Bryn Mawr, Pennsylvania, 1988.

PROFESSIONAL WRITINGS, PUBLICATIONS AND PRESENTATIONS

Sharpe, M.S. & Klein, G. (2019) Organizing for a Successful Compliance Certification: Shooting for the Moon. (Workshop). Southern Association of Colleges and Schools Commission on Colleges Annual Meeting.

Sharpe, M.S. & Hamilton, L. (2019) Organizing and Executing: Preparing for a Successful Compliance Certification Review. Southern Association of Colleges and Schools Commission on Colleges Annual Meeting.

Sharpe, M.S. & Paredes, T. Telling Your Story, How to Write a Good Narrative. Virginia Regional Accreditation Symposium.

Sharpe, M.S. (2019) Role of Institutional Researchers in SACSCOC Accreditation. Virginia Association of Management Analysis and Planning. Spring Meeting.

Sharpe, M.S. & Klein, G. (2018) Organizing a Compliance Certification Report: Establishing a Roadmap to Success (Workshop). Southern Association of Colleges and Schools Commission on Colleges Annual Meeting.

Sharpe, M.S. & Hamilton, L. (2018) Organizing and Executing: Preparing for a Successful Compliance Certification Review. Southern Association of Colleges and Schools Commission on Colleges Annual Meeting.

Sharpe, M.S. & Breeden, S.D. (2017). A Quality Compliance Certification: Pathway to Institutional Success. Southern Association of Colleges and Schools Commission on Colleges Annual Meeting.

Sharpe, M.S. & Klein, G. (2017) Compliance Certification Bootcamp: Concrete Strategies for Success (Workshop). Southern Association of Colleges and Schools, Commission on Colleges' Annual Meeting.

Sharpe, M.S. (2016). Pathways to Achieving Excellence in the Compliance Certification Process. Southern Association of Colleges and Schools Commission on Colleges Annual Meeting.

Sharpe, M.S. (2015). Energizing the Compliance Certification Process: Ensuring Quality and Adding Value. Southern Association of Colleges and Schools Commission on Colleges Annual Meeting.

Williams, K.T. & Sharpe, M.S. (2015) Energizing the Compliance Certification Process (Workshop). Southern Association of Colleges and Schools, Commission on Colleges' Annual Meeting.

Sharpe, M.S. (2015). Facilitator, Panel Discussion. SACSCOC Accreditation: Dual Enrollment and Distance Education. Virginia Regional Accreditation Symposium.

Sharpe, M.S. (2014). Developing a Compliance Certification with Perfect Pitch: Best Practices for Staying on Key for a Successful Review. Southern Association of Colleges and Schools Commission on Colleges Annual Meeting.

Sharpe, M.S. (2014). Characteristics of Successful Self-Study Processes. Association for Specialized and Professional Accreditors. With Gretchen Warner.

Sharpe, M.S. (2014). Agency Preparation for Program Directors: Results from a Survey Regarding Effective Practices. Association for Specialized and Professional Accreditors. With Gretchen Warner.

Sharpe, M.S. (2014) The Changing Nature of IR: Old Wine in New Bottles? Maybe. Maybe Not. Keynote Address, Virginia Association of Management Analysis and Planning.

Sharpe, M.S. (2013) Addressing Student Learning Outcomes: SACSCOC Requirements for Institutional Effectiveness. Virginia Association for Management Analysis and Planning.

Sharpe, M.S. (2013) Moving Forward in the Accreditation Review Process: Steps for Success (Panel). Virginia Association for Management Analysis and Planning.

Sharpe, M.S. (2013) Addressing Outcomes Assessment in Planning Programs: Planning Accreditation Board Requirements. American Planning Association National Conference.

Sharpe, M.S. (2012) Addressing Outcomes Assessment in Planning Programs: Planning Accreditation Board Requirements. Association of Collegiate Schools of Planning Annual Conference.

Sharpe, M.S. (2012) Evaluating Qualitative Assessment Evidence and Using Professional Judgment; Developing and Applying Rubrics in Accreditation Decisions. Association for Specialized and Professional Accreditors, Professional Development Program.

McKnight, R.S. & Sharpe, M.S. (2008) Physical Therapy Assistant Program Assessment: From the Classroom to the Clinic (Workshop). American Physical Therapy Association Combined Specialty Sections Meeting, Education Section.

Pickering, J.W., Zerwas, S.C., Fulcher, K.H., & Sharpe, M.S. (2007) Overview of Assessment Methods. (Re)Opening the Assessment Toolbox (Workshop). *Southern Association of Colleges and Schools, Commission on Colleges' Annual Meeting*.

Steen, P. & Sharpe, M.S. (2007) Responding to External Surveys: Coordination and Planning to Increase Efficiency, Accuracy, and Consistency. Virginia Association for Management Analysis and Planning.

Sharpe, M.S. (2007) Merging Institutional Research and Assessment Functions In A Large Research University. Virginia Association for Management Analysis and Planning.

Sharpe, M.S. & Ogle, T. (2007) Faculty Activity, Workload and Credential Systems for Accountability and Decision Support. Virginia Association for Management Analysis and Planning.

Sharpe, M.S. (2007) Assessing Student Learning Outcomes for Improving Academic Program Quality. American Council of Construction Education Mid-Year Meeting. Luncheon address and afternoon workshop.

Sharpe, M. S. (2006). Measuring student outcomes with a focus on self-study and interim report writing. *International Association of Montessori Educators Annual Meeting*.

Sharpe, M. S. (2006). Two birds in one hand: Merging the institutional research and assessment functions. *Southern Association for Institutional Research*.

Sharpe, M. S. (2006). Continuous program improvement: The importance of using student learning outcomes. *American Health Information Management Association's Assembly on Education Summer Symposium Keynote Address*.

Sharpe, M. S., & Pickering, J. W. (2006). Overview of assessment methodology. *Association for Specialized and Professional Accreditation's Spring Professional Development Seminar*.

Sharpe, M. S. (2006). Strategic planning panel: State mandates – The impact on planning and reaccreditation. *Virginia Association of Management, Analysis and Planning*.

Sharpe, M. S. (2006). Institutional effectiveness panel: Juggling resources and mandates. *Virginia Association of Management, Analysis and Planning*.

Sharpe, M. S. (2005). Communicating assessment results. Module in workshop, (re) opening the assessment toolbox. *Southern Association of Colleges and Schools, Commission on Colleges' Annual Meeting*.

Yang, Z. & Sharpe, M. S. (2005). Comparing transfer students' performance at a four-year university by types of associate degrees and delivery methods. *Association for Institutional Research Annual Forum*.

Sharpe, M. S. & Warner, G. (2003). Consistency: One accrediting body's approach. *CAAHEP Commission on Accreditation Summer Workshop*.

Sharpe, M. S. (2003 & 2002). Assessment of student achievement in Montessori teacher education: Creative responses to standard 7.3. *International Association of Montessori Educators Annual Meeting*.

Pickering, J. W., & Sharpe, M. S. (2002). Using focus groups to assist a new president in developing a university vision. *Southern Association of Colleges and Schools, Annual Meeting of the Commission on Colleges*.

Warner, G., & Sharpe, M. S. (2002). The Montessori Accrediting Council for Teacher Education, Commission on accreditation: An overview. *Accreditation Showcase of the Association for Specialized and Professional Accreditors*.

Sharpe, M. S. (2002). Research and Evaluation Plan. *Montessori Accrediting Council for Teacher Education, Commission on Accreditation*.

Distance education in Montessori teacher education programs. Moderated a panel discussion at the *International Association of Montessori Education Annual Meeting*. November 2001.

Sharpe, M. S. (2001). Research findings of the MACTE Commission: Program characteristics and effectiveness results. *International Association of Montessori Education Annual Meeting*.

Sharpe, M. S., & Hirsch, T. (2001). SCT Data Mart and institutional reporting requests. *SCT Banner Summit*.

Pickering, J. W., & Sharpe, M. S. (2000). Slicing the pie: Institutional research, assessment, and student affairs research. *New Directions in Institutional Research: Doing Student Affairs Research to Facilitate Student Learning*. Jossey-Bass.

Warner, G., & Sharpe, M. S. (2000). What the research shows: MACTE accredited institutions and programs, on-site processes, standards, and competencies. *International Association of Montessori Education Annual Meeting*.

Sharpe, M. S. (2000). Banner Data Mart at Old Dominion University. *Mid-Atlantic Banner User's Group*.

Pickering, J. W., Gile, R., & Sharpe, M. S. (2000). Learning communities assessment. *Pacific Rim Conference on Higher Education Planning and Assessment*.

Dunn, F., Smith, E., Sharpe, M. S., & Savage, A. (1999). Assessing distance education: Old Dominion University case. *Virginia Association of Management Analysis and Planning*.

Gile, R., Pickering, J. W., Smith, E., & Sharpe, M. S. (1999). Assessing the Impact of Learning Communities on Students and Faculty. *Virginia Assessment Group*.

Curry, R. F., Baldwin, R. G., & Sharpe, M. S. (1999). Academic advising in baccalaureate distance education programs. *The Journal of Distance Education*, 12 (3).

Kearney, T., Warner, G., & Sharpe, M. S. (1998). Redefining the boundaries of institutional quality. *Society for College and University Planning*.

Sharpe, M. S. (1998). Environmental scan for Old Dominion University. *University Strategic Planning Committee Town Meetings, Old Dominion University*. Four presentations in March, April and May 1998.

Sharpe, M. S., & representatives from James Madison University, the College of William and Mary, and Virginia Tech. (1997). Using faculty salary peer groups and IPEDS data for calculating performance measures: The Virginia experience. *Virginia Association for Management Analysis and Planning*.

Sharpe, M. S., & Cockrell, T. (1997). Making the transition via distance education: Virginia community college system transfers to Old Dominion University's TELETECHNET program. *Virginia Association for Management Analysis and Planning*.

Sharpe, M. S., & Thompson, R. R. (1996). Expanding higher education services in a competitive metropolitan market: Old Dominion University's Virginia Beach Higher Education Center.

American Marketing Association, Seventh Symposium for the Marketing of Higher Education.

Sharpe, M. S. (1996). Using electronic transcript analysis in measuring the academic success, retention, and graduation rates of transfer students. *Virginia Association for Management Analysis and Planning*. Roundtable Topic.

Sharpe, M. S., & Oxner, S. (1996). Using the internet and the World Wide Web. *Virginia Credit Union League*.

Sharpe, M. S. (1996). Resource management and the role of institutional research. *Leadership Lecture Series, The Graduate Program in Higher Education*, Old Dominion University.

Sharpe, M. S. (1996). Academic strategy and the strategic planning process. *Leadership Lecture Series, The Graduate Program in Higher Education*, Old Dominion University.

Sharpe, M. S. (1992). The organizational culture of the academic department: A case study of a department of biological sciences (Doctoral dissertation, College of William & Mary, 1992).

Pickering, J. W., & Smith, M. A. (1991). Doing retention research to improve retention rates. *Virginia Association for Management Analysis and Planning*, Charlottesville, Virginia.

Sharpe, M. S. (1990) Discussant of keynote address on higher education in Virginia presented by Ms. Karen Petersen, Assistant Secretary of Education, Commonwealth of Virginia. *Virginia Association of Management Analysis and Planning*, Lynchburg, Virginia. June 1990.

CONSULTING ACTIVITIES

SACSCOC ACCREDITATION CONSULTING

Montevallo University (2019-present) Review drafts of SACSCOC Compliance Certification chapters under the 2018 Principles of Accreditation. Provide detailed written feedback to enhance case for compliance in the content and organization of the narrative, selection and display of evidence, and application of SACSCOC policies and guidelines.

Southwest Texas College (2019-present) Review drafts of SACSCOC Compliance Certification chapters under the 2018 Principles of Accreditation. Provide detailed written feedback to enhance case for compliance in the content and organization of the narrative, selection and display of evidence, and application of SACSCOC policies and guidelines.

Coastal Bend College (2019) Assisted in the development of and conducted a comprehensive review of institution's SACSCOC Fifth-Year Report. Provided recommendations for improvements to narrative and evidence. Oversaw the process for completing special reporting addressing specific standards. Oversaw document production. **South Carolina State University (2019)** Review drafts of SACSCOC Compliance Certification chapters under the 2018 Principles of Accreditation. Provide detailed written feedback to enhance case for compliance in the content and organization of the narrative, selection and display of evidence, and application of SACSCOC policies and guidelines.

Halifax Community College (2019) Review drafts of SACSCOC Compliance Certification chapters under the 2018 Principles of Accreditation. Provide detailed written feedback to enhance case for compliance in the content and organization of the narrative, selection and display of evidence, and application of SACSCOC policies and guidelines.

Abilene Christian University (2019). Working closely with University staff and faculty, prepare and oversee and Compliance Certification Readiness Audit process. Provide guidance on analyzing standards, identifying relevant evidence, crafting the narrative to demonstrate compliance with SACSCOC standards. Advise on adapting policies and processes to ensure ongoing compliance.

Washington and Lee (2018). Review drafts of SACSCOC Compliance Certification chapters under the 2018 Principles of Accreditation. Provide detailed written feedback to enhance case for compliance in the content and organization of the narrative, selection and display of evidence, and

application of SACSCOC policies and guidelines. Review institutional policy and make recommendations to enhance compliance. Examine the required Institutional Summary Form for accuracy and completeness. Conduct a second review of Compliance Certification chapters and provide feedback.

Norfolk State University (2017-present). Assist in overall SACSCOC Compliance Certification planning, provide detailed review and feedback on narratives and evidence for all standards in the 2018 Principles of Accreditation. Coordinate writing and editing process. Review required policies and assess evidence associated with accreditation standards. Provide editing and rewriting of sections as needed. Review Institutional Summary Form. Assist in preparation of final submission to SACSCOC.

Grambling State University (2018). Assist in orienting Compliance Certification writing teams to the 2018 SACSCOC Principles of Accreditation. Provide overview to the writing process and meet with individual teams to address requirements for each standard.

Union Presbyterian Seminary (2017-2018). Conduct a comprehensive review of draft of institution's SACSCOC Fifth-Year Report. Provide recommendations for improvements to narrative and evidence. Review of Quality Enhancement Plan Impact Report and Institutional Summary Form.

Kilgore College (Texas). (2017). Conducted a review of all institutional effectiveness standards for the SACSCOC Compliance Certification. Provide detailed feedback regarding narrative, evidence and needed changes to ensure compliance.

Virginia Wesleyan University (2014-present) Providing ongoing services to support accreditation compliance and academic planning. Completed successful applications for level change and new academic programs. Conducted a comprehensive review of Compliance Certification, Focused Report, and Response Report. Drafted sections and provided detailed feedback on narrative, evidence, and needed changes in policy to ensure compliance. Reviewed Quality Enhancement Plan for completeness. Participated in on-site visit.

University of Texas at Austin (2017). [Disclosure of specifics of engagement is prohibited by University policy.]

Lamar University (2017). Conducted a program review of the doctoral program in Educational Leadership. Review encompassed the doctoral program's scope, operations, and quality. Gave feedback in light of SACSCOC standards. Provided detailed recommendations for improvement.

University of Richmond (2016-2018) Facilitate the development of the SACSCOC Compliance Certification. Review drafts and provide feedback to section writers. Review required policies and assess evidence associated with accreditation standards. Provide editing and rewriting of sections as needed. Brief University officials regarding status of Compliance Certification project. Assist in in preparations and writing for Focused Report. Assist in planning for on-site visit.

University of Virginia (2015-2016) Conducted a comprehensive review of the Compliance Certification. Provided detailed feedback regarding narrative, evidence and needed changes in policy to ensure compliance.

Christopher Newport University (2015-2016) Conducted a comprehensive review of the Compliance Certification. Provide detailed feedback regarding narrative, evidence and needed changes in policy to ensure compliance. Conducted a second review of edited sections and provided feedback prior to submission.

Virginia Military Institute (2015-2016) Conducted a comprehensive review of the Compliance Certification and Focused Report. Provided detailed feedback regarding narrative, evidence and needed changes in policy to ensure compliance. Conducted second review on selected sections.

Grambling State University (2016) Comprehensive review of draft of Fifth-Year Report. Provide recommendations for improvements to narrative and evidence. Review of Quality Enhancement Plan Impact Report and Institutional Summary Form.

Valdosta State University (2015-2016) Comprehensive review of draft of Fifth-Year Report. Provide recommendations for improvements to narrative and evidence. Review of Quality Enhancement Plan Impact Report and Institutional Summary Form.

Thomas Nelson Community College (2014-2015) Provided significant drafting of academic programs and faculty sections of the SACSCOC Compliance Certification. Critiqued and edited entire document. Made recommendations with regard to developing appropriate evidence to demonstrate compliance. Assisted in the development of the Quality Enhancement Plan and assisted in writing and edited final document.

Auburn University (2013) Review of institutional effectiveness structure and function and recommendations for organization and improvements.

Longwood University (2013) Comprehensive review of SACSCOC Compliance Certification drafts. Provided detailed feedback regarding narrative, evidence and needed changes in policy to ensure compliance.

James Madison University (2012-2013). Comprehensive review of SACSCOC Compliance Certification drafts. Provided detailed feedback regarding narrative, evidence and needed changes in policy to ensure compliance. Review and provided recommendations regarding Focused Report. University received no recommendations.

University of South Alabama (2012-2013). Provided feedback and editing advice on Student Support Services sections within the SACSCOC Compliance Certification. Provided guidance regarding the preparation for the on-site visit.

Regent University (2008). Provided feedback and editing on Institutional Effectiveness sections of the SACSCOC Focused Report. Workshop for faculty on assessment tools and techniques.

Virginia State University (2008) Review of Academic and Administrative Assessment Plans and Reports for SACSCOC Compliance Certification.

SPECIALIZED/PROFESSIONAL ACCREDITATION

Council for Accreditation of Counseling & Related Educational Programs (2014-2015). Assisted in the formulation of accreditation standards in the area of program evaluation and student assessment. Facilitated committee and Board meetings regarding standards review and approval. Conducted workshop on student learning outcomes assessment for Board.

Accreditation Council for Education in Nutrition and Dietetics (2014-2015) – Revision of standards and criteria of accreditation.

Association for Specialized and Professional Accreditors (2012). Evaluating Qualitative

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Assessment Evidence and Using Professional Judgment; Developing and Applying Rubrics in Accreditation Decisions.

American Physical Therapy Association (2008) Educators and Program Directors: Assessment in Physical Therapy Assistant Programs.

American Council for Construction Education (2007) Assessing Student Learning Outcomes for Improving Academic Program Quality. Keynote address and afternoon workshop.

Association for Specialized and Professional Accreditors (2007). Hosted Professional Development Session and Facilitated Discussion on Distance Learning and Substantive Change in Regional and Specialized Accreditation.

Commission on Accreditation of Allied Health Education Programs (2003) Consistency in making accreditation decisions.

OTHER CONSULTING

ADA University. *Academic Policy Planning, Banner Student Implementation.* Baku, Azerbaijan. Hermitage Consulting Associates Ltd., 2015-2017.

Thomas Nelson Community College. *Educational Needs Assessment: Historic Triangle Campus,* Hampton, Virginia. Hermitage Consulting Associates Ltd., 2004.

Thomas Nelson Community College. *Enrollment Management Review.* Hampton, Virginia. Hermitage Consulting Associates Ltd., 2004.

University of Alabama. *Space Utilization Analysis.* Dean of the College of Arts and Sciences. Hermitage Consulting Associates Ltd., 2003.

National Science Foundation. *Workshop on Support for Graduate Students in Sciences and Engineering.* Consulted on reporting standards, data availability and quality assurance practices. Produced chapter in final report outlining University practices.

University of Wisconsin-Parkside. *Developing an Institutional Research Function.* Discussed the institutional research function with administrators at all levels and faculty members. Provided a detailed consultant's report outlining the institutions' strengths and weaknesses of the University's current operation, its needs over the next several years, and the resources required to accomplish its goals. April 1997.

Environmental Scanning and Strategic Planning Session with local community group. With J. Worth Pickering, Ed. D. January 1998.

GRANT ACTIVITIES

Co-Principal Investigator, *The Virginia Center for Urban Education at Old Dominion University: Engineering Graduate Fellows and Master Teachers for Grades 4 - 5.* The award amount is \$1,118,291 per year, and the performance period is May 1, 2002 to April 30, 2005.

TECHNICAL SKILLS

Microcomputer Tools: MS Office Suite (Excel, Access, Word, PowerPoint), Adobe Professional, and Adobe Photoshop.

Programming Languages/Tools: COBOL, BASIC, and FORTRAN, Oracle Discoverer.

Statistical Packages: SAS, SPSS (PC and mainframe based)

Operating Systems: Windows 10, Windows 8, Windows 7 NT, XP, UNIX, MVS, CMS,