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## Professional Experience

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Virginia Polytechnic Institute and State University (Virginia Tech)

September 2013 – present

***Associate Vice Provost of Enrollment Management (August 2019), and  
Director, University Scholarships and Financial Aid (USFA)***

- Successfully lead a staff of 41 financial aid professionals and support staff in administering approximately \$360 million in federal, state, institutional, and other aid to Virginia Tech students.
- Entrusted as a co-chair of the Future of the ERP Workgroup, which is a sub-committee of IT Governance Administrative Technology Committee, of which I am also a member.
- Completed the College Board's Enrollment Leadership Academy, May 2023.
- Served as a co-chair for a committee to better assist students who were disenrolled from classes due to non-payment.
- Implemented financial aid leveraging using Ruffalo Noel Levitz in the fall of 2018.
- Actively partner with the Office of Undergraduate Admissions to help recruit the first-year student and transfer classes annually, evaluate each year's performance, and strategize opportunities for improvement.
- Increased Virginia Tech's timely disbursement of financial aid by 9% over the spring 2022 disbursement cycle, ensuring that students are financially prepared to begin the semester successfully.
- Collaborate significantly with the Vice Provost of Enrollment Management and the Director of Admissions to develop strategic financial aid awarding policies that support the university's enrollment goals.
- Communicate and coordinate with university colleges and departments to develop strategic partnerships to provide more efficient scholarship processing and financial aid compliance.
- Re-envisioned and re-launched \$20 million dollars in three grant programs to strategically optimize grant spending while minimizing administrative burden.
- Develop strategic goals, operational objectives, and the long-term vision of USFA to further the mission of the university and enrollment management.
- Actively participate in processes and procedures related to the administration of Division I athletic aid, including Atlantic Coast Conference (ACC) workgroups.
- Continually collaborate with the University Bursar to improve internal processes to reduce Account Receivables and streamline the student experience.
- Effectively utilize university resources; respond to legislation that will affect the university; and develop short- and long-term plans for the university's student financial aid commitment by collaborating with the Office of Budget and Financial Planning.
- Successfully navigated a U.S. Department of Education Program Review resulting in no financial liability for the university and two findings.

- Successfully completed the U.S. Department of Education’s school merger process to integrate the Virginia Tech Carilion School of Medicine with Virginia Tech.

**Northern Arizona University, Flagstaff, AZ**

**September 2011 – August 2013**

***Senior Associate Director, Office of Scholarships and Financial Aid***

***December 2012 – August 2013***

***Associate Director, Office of Scholarships and Financial Aid***

***May 2012-December 2012***

***Assistant Director, Client Services***

***September 2011 – May 2012***

- Directly supervised five professional staff members who oversaw the day-to-day activities of the operations area including, but not limited to, Federal Grants, Federal loans, private loans, institutional grants, financial aid awarding, verification, external awards, and fiscal operations.
- Oversaw the front counter operations, directly supervised one professional staff member who was responsible for walk-in, e-mail, and escalated phone customer service and was a liaison to our outsourced call center.
- Executed and managed relationship with outsourced call center, including writing documentation and training, conducting quality assurance answered phone calls, evaluating call metrics.
- Functioned as a resource for the Assistant Director of Scholarships and Assistant Director of Business and Finance.
- Oversaw Peoplesoft system maintenance including day-to-day operations and new system functionality, working closely with our Business Analysts.
- Served as a member of the Academic Standards and Retention Committees.
- Served as a member of the management team and stood in for the Director in her absence.
- Proposed packaging guidelines within fiscal parameters and justification for student cost of attendance.
- Wrote proposals to change business and system processes to maintain compliance and/or better serve our constituents.
- Extracted data to make data-driven business decisions and send proactive and relevant communications to specific student populations.
- Oversaw an off-site program review with the U.S. Department of Education, which resulted in zero findings.

**Indiana University Purdue University Indianapolis (IUPUI), Indianapolis, IN**

**Aug. 2004 – Sept. 2011**

***Associate Director, Client Services***

***January 2009-September 2011***

***Associate Director, Compliance and Training***

***February 2008-December 2008***

***Assistant Director and Quality Improvement Manager***

***December 2006-January 2008***

***Assistant Director, Office of Student Financial Aid Services***

***August 2004-November 2006***

- Served as a member of the administrative team for the Office of Student Financial Aid Services, which included the Director, Associate Director of Operations, and the Associate Director for Compliance and Training.
- Supervised two Assistant Directors who oversaw our Client Services’ functions, which included serving as the Office of the Bursar’s “front-facing” service provider—answering in-person questions and taking cash, check, and credit card payments.
- Functioned as fiscal manager for Client Services’ Bursar-related activities.

- Oversaw outreach activities for the office including financial aid awareness, classroom and community outreach, financial literacy, and incoming student orientation.
- Identified and reacted to student and processing trends seen via e-mail, phone, and in-person.
- Executed and managed relationship with and training for outsourced call center and Student Employment, including Federal Work Study.
- Represented the office on various campus workgroups, committees (e.g., University Advising Council), and at various campus presentations.
- Administered the Nurse Faculty Loan Program, on behalf of the School of Nursing, and the Schell Loan program.
- Wrote and reviewed outbound student communications and consumer information.
- Oversaw the administration of the Office of Student Financial Aid Services' website and the internal intranet site.
- Oversaw the training provided to the office staff and training provided to external customers.
- Monitored Federal regulations and ensured compliance within the office and other impacted offices.

**Indiana University, Bloomington, IN**

**May 2003 – August 2004**

***Financial Aid Counselor, Office of Student Financial Assistance***

- Counseled students and parents on the financial aid process during freshmen orientation, and prospective students and parents on admissions' tours and in individual appointments.
- Responded to student inquiries on individual aid via phone, fax, and in person, utilizing Indiana University's Financial Aid Management System.
- Counseled current students individually on financial aid issues.

**Sallie Mae (formerly USA Group), Indianapolis, IN**

**July 1995 – July 2002**

***Systems Support Analyst***

***October 2001 – July 2002***

***Policy Analyst***

***February 1999 – October 2001***

***Customer Relations Administrator, Chandler, AZ, office***

***June 1997 – February 1999***

***Client Services Associate***

***September 1996 – June 1997***

***Customer Assistance Representative***

***July 1995 – September 1996***

- Mediated between system users and Information Systems staff to ensure successful implementation of new system functionality, changes to existing functionality, and problem resolution within the business processing system.
- Coordinated and participated in the analysis, design, testing, implementation, and evaluation of new application software and development changes to current application software.
- Reviewed, analyzed, and reacted to changes in federal regulations and legislation, guaranty agency policies, and client contractual requirements. Assessed the impact of these changes on operational procedures and systemic functionality; communicated to corporate management teams; and implemented changes appropriately.
- Maintained a thorough knowledge of federal education loan regulations and guaranty agency policies, including a strong familiarity with 34 CFR 668 and 682, Title IV of the Higher Education Act, and the Common Manual.

- Drafted and provided comments to industry organizations on proposed policy changes used by the multiple guaranty agencies of the federal education loan program.
- Trained corporate staff on pertinent regulatory and policy changes through both formal presentations and informal, customized sessions.
- Researched and responded both verbally and by written correspondence to policy inquiries received daily from internal corporate staff and external industry participants.
- Interacted significantly with lenders, schools, guarantors, servicers, and internal affiliates to resolve various inquiries and issues. Such inquiries and issues required extensive knowledge and research regarding policies and regulations, contract and servicing agreements, servicing inefficiencies, loan information, and reports and servicing options.
- Made observations on overall servicing as it affected clients while providing recommendations to management for improvements to the quality of service provided.
- Functioned as a resource to other staff and managed escalated issues.
- Assisted lender, school, and guarantor customers to resolve borrower account issues associated with loan disbursement processing while maintaining compliance of regulations.
- Developed strong rapport with external customers through problem identification, active listening, and accommodation of the customers' needs via phone contact.

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### **Honors and Awards**

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- 2021 Hokie Highlights recipient.
- 2017-2018 Senior Leadership Seminar Graduate, The Virginia Network, a program of the ACE Women's Network.
- Lumberjack "Hooah" Award of Appreciation from Northern Arizona University's Office of Military and Veteran Affairs, May 2013.
- WASFAA Jerry R. Sims Management & Leadership Institute, 2012.
- IUPUI Staff Council Nominee, IUPUI, April 2011.
- NASFAA Delegate-at-Large Nominee, December 2010.
- Outstanding Woman Staff Leader Nominee, IUPUI, March 2009
- Outstanding New Professional Award, Indiana Student Financial Aid Association, 2007-2008.
- Outstanding Woman Staff Leader Nominee, IUPUI, March 2007.
- Employee of the Month, USA Group Western Regional Center, November 1998.

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### **Presentations**

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- VASFAA 2023 Conference Panelist— "Current Issues of Concern for our Students and Peers."
- Coalition of State University Aid Administrators 2022 Conference—Moderator and Panelist— "NCAA vs. Alston."
- VASFAA 2022 Conference Presenter— "It's an Enrollment Management World. Are You Living in It? The Role of Financial Aid in Enrollment Management."
- VASFAA 2022 Conference Panelist— "Life After HEERF."
- VASFAA 2020 Conference Presenter—Financial Aid Leveraging Panel (Canceled Due to COVID).
- VASFAA Fall 2019 Non-Conference Training—Resume-ing and Cover Letters: Putting Your Best Foot Forward.

- NASFAA 2018 Presenter, “Lessons Learned in Our First Few Years of Being a director.”
- Advising Matters Conference, 2018, “Changes to the Virginia Student Financial Assistance Programs.”
- SASFAA 2018 Conference Presenter, “Drive Your Traffic: How Can We Re-Think Communicating with Our Students and Their Families So That We are Behind the Wheel– Tips and Tricks.”
- Virginia College Access Network Conference 2017 Presenter, “The Financial Aid Office: Roles and Responsibilities.”
- VASFAA 2016 Conference Presenter, “Another Wild Ride in Financial Aid; Let’s Discuss Early FAFSA/PPY Considerations!” and “Putting the ‘Judgment’ in Professional Judgment; Schools Share Their Insights on PJ and Answer Your Questions!”
- AASFAA Spring Symposium Presenter, March 2012—SAP: Taking Back SAP.
- Alliance (National PeopleSoft Conference) 2009—Being Competitive and Smart: Working Collaboratively to Streamline Our ACG & SMART Processing.
- National Scholarship Provider Association National Conference 2008—Academic Competitiveness Grants: Ensuring All Eligible Students Get Them.

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### **Professional Memberships/Committees**

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- Coalition of State University Aid Administrators (COSUAA) Steering Committee 2022-2024.
- SASFAA New Aid Officer’s Workshop Instructor, June 2022.
- Co-Chair—ACC Financial Aid Director workgroup regarding Incentive/Graduation Awards (Alston).
- VASFAA President, 2021-2022.
- Virginia Tech Giving Day Ambassador, 2020 & 2021.
- Commonwealth of Virginia Departmental Representative, 2019-2020.
- SASFAA Conference Committee, 2020.
- NASFAA State Advocacy Task Force Committee Member, 2020-2021.
- The Montgomery County Christmas Store, Christiansburg, VA, President, March 2019-October 2019.
- The Montgomery County Christmas Store, Christiansburg, VA, Representative-At-Large Board Member, 2018- March 2019.
- Southern Association of Student Financial Aid Administrators (SASFAA), Government Relations Committee Member, 2017-2018.
- SASFAA Professional Advancement Committee, 2017-2018.
- VASFAA Representative-At-Large, 2017-2018.
- VASFAA Government Relations Committee Chairperson, 2017-2018.
- VASFAA Conference Committee Member, 2015-2016.
- SASFAA Member, 2013-present.
- VASFAA Member, 2013-present.
- Coalition of State University Aid Administrators (COSUAA), 2013-present.
- Arizona Association of Student Financial Aid Administrators (AASFAA) Vice-president, June 2013-September 2013.
- AASFAA Member 2011- 2013.
- College Goal Sunday Volunteer, 1996-1998, 2000-2008, and 2010-2013.
- Indiana Student Financial Aid Association (ISFAA) College Goal Sunday Co-Chairperson, 2011.
- ISFAA Bylaws Committee Member, 2010.
- ISFAA Agency Relations Chairperson, 2007-2009.
- ISFAA Member 2004-2011.

- Western Association of Student Financial Aid Administrators, 2011- 2013.
- Midwestern Association of Student Financial Aid Administrators, 2004-2011.
- NASFAA Member, 2004-present.

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**Education**

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**M.S.**—Higher Education and Student Affairs

Indiana University, Bloomington, IN

**B.A.**—Speech Communications and Political Science

Indiana University, Bloomington, IN