

CELL:

SUMMARY OF QUALIFICATIONS:

A passionate and energetic leader who is student-centered, process-oriented, and data-driven with exceptional organizational and analytical skills and a varied, comprehensive knowledge base in enrollment management.

EDUCATION:

Ed.D. – Education Leadership
Creighton University, Omaha, NE

M.A. – Teaching
Norfolk State University, Norfolk, VA

B.S. – Mass Communications, Concentration: Public Relations
Norfolk State University, Norfolk, VA

EXPERIENCE:

Florida Agricultural & Mechanical University, Tallahassee, FL
Associate Vice-President for Enrollment Management

2024-Present

- Oversee the Office of Admissions & Recruitment Financial Aid, Career & Professional Development Center, New Student Orientation and Welcome Center (60 FTE's) with an operating budget of \$3 million.

Results:

- Restructured the Office of Admissions and Recruitment to enhance operational efficiency and strategically hired staff in key functional areas within eight months
 - Led the implementation of the SLATE CRM system's processing component to streamline admissions operations.
 - Facilitated a comprehensive assessment of the Financial Aid Office to identify operational strengths and areas for improvement.
 - Cultivated strategic partnerships with external stakeholders to strengthen and enhance processes within the Division of Enrollment Management.
 - Successfully integrated the Focus 2 Career Assessment into the student onboarding experience, ensuring all incoming students receive early, structured career guidance aligned with academic planning.
 - Achieved a record-setting enrollment growth, including an 11% increase in applications (28,000 to 31,000)-the largest in university's history-along with a 67% increase in admitted students (4,500 to 7,500) and a 106% increase in confirmed deposits (489 to 1,008) for Fall 2026.
- Coordinate enrollment management activities, functions, and operations with the Division of Academic Affairs, Finance and Administration.

Results:

- Strengthened Collaboration across academic colleges and administrative units, aligning recruitment and admissions strategies with institutional priorities
- Serves as Chair of the Recruitment Data Council, leading data-informed decision making and accountability across enrollment functions.
- Partner closely with Academic Affairs to align enrollment strategies with program capacity, student success outcomes, and performance-based funding priorities.

- Oversee the Offices of Admissions, Financial Aid, Registrar, Transfer Services, Orientation, and Graduate Recruitment (62 FTEs) with an operating budget of \$3 million.

Results:

- Consistently exceeded projected first-time freshmen & transfer enrollment goals of 1,100 and 300 respectively and set new benchmarks for overall enrollment.
 - Reestablished a one-stop shop for Transfer Students (Transfer Admission & Services).
 - Integrated the use of technology and marketing that enhanced recruitment and the admissions process (i.e. signal Vine texting service, student search, social media, etc.)
 - Increased the effective utilization of state, federal, and institutional financial aid and scholarship funds/resources that positively impacted recruitment and retention.
 - Developed and maintained collaborative, engaged, and strategic partnerships with internal and external stakeholders while enhancing institutional enrollment.
- Develop and amend policies and procedures within the enrollment management division to ensure university, federal, and state compliance and process efficiency.

Results:

- Streamlined processes that aided in eliminating communication gaps between the offices of admissions and financial aid, particularly as it pertains to the SLATE CRM implementation.
 - Successfully completed an internal audit review that addressed audit findings within the division before assuming the AVP role.
 - Developed a new methodology for leveraging financial aid awards.
- Coordinate enrollment management activities, functions, and operations with the Divisions of Academic Affairs, Student Affairs, Finance and Administration, and Institutional Advancement.

Results:

- Increased collaboration among divisional offices resulting in consistent first-time and overall enrollments, along with creating opportunities for growth.
- Aided in creating a more efficient orientation and move-in process for new students, in addition to identifying strategies that will improve student retention.

Executive Director of Admissions

2016 - 2019

- Directed the university admissions function to include management of the admissions and recruitment staff (17 FTEs) with an operating budget of \$500K.

Results:

- Exceeded projected enrollment goal and set a new benchmark.
 - Increased volume in total applications processed by 63% from the previous year.
 - Increased enrollment of first-time freshmen by 118% (Fall 2015 – 475; Fall 2016 – 1039).
 - Increased enrollment of first-time transfers by 38% (Fall 2015 – 361; Fall 2016 – 499).
 - Maintained continuous increase in enrollment of first-time freshman and transfer students.
- Oversaw the utilization of Colleague DATATEL to enhance technology in the admissions process; train and develop existing staff to leverage the system to full capacity.

Results:

- Conducted quarterly audits of the student information to ensure its proper use.
- Reduced the application processing time from 6 – 3 weeks.
- Reduced the processing costs by approximately 15%.

- Implemented a Customer Relation Management (CRM) system.

Results:

- Allowed students to have a self-service online portal to apply and see their application status in real-time.
- Enhanced communication with students throughout the admissions funnel.
- Provided critical admissions & recruitment data to upper administration, thus enhancing the process for making informed recruitment and admissions decisions.

Norfolk State University- continued

- Possess a central repository for processing, making it easier to manage variances in staffing and still process applications quickly.
- Developed and enforce admission & recruitment policies.

Results:

- Allowed enhanced efficiency and organizational structure within the office.
- Ensured that the Office of Admissions & Recruitment remains in compliance with institutional and state policies.

- Implemented an electronic transcript retrieval process through the utilization of Parchment Premium

Results:

- Allowed for electronic receipt of transcripts from high school students applying to the University.
- Allowed for a centralized repository for processing making it easier to manage variances in staffing and still process applications quickly.

- Divisional designee assignment
 - Served as divisional designee, in the absence of the Vice President for Student Affairs and Enrollment Management, providing executive leadership to units encompassed under the divisional umbrella.
 - Elicited the confidence and trust of the Vice President to make operational decisions in his absence.
 - Provided comprehensive oversight for planning and implementation of goals, objectives and strategies related to the division and insure alignment with those of the University.
 - Provided guidance for the development and implementation of high-quality and student-centered approaches to support student success.

Savannah State University, Savannah, Georgia

Director of Admissions & Recruitment

2015 - 2016

- Directed the university admissions and recruitment function to include management of admissions & recruitment staff (11 FTEs) with an operating budget of \$275K.

Results:

- Enhanced marketing recruitment material used for recruitment.
- Secured funding for a Customer Relations Management (CRM) System.
- Established policies regarding recruitment travel and admission processing.

Kentucky State University, Frankfort, Kentucky

Director of Admissions

2012 - 2014

- Directed the university admissions function to include management of admissions staff (8 FTEs) with an operating budget of \$150K.

Results:

- Exceeded projected goal and set new enrollment benchmarks.
- Increased volume in total applications processed by 15% in first year.
- Increased enrollment of first-time freshmen by 35% during first full recruitment season.
- Increased academic profile of first-time freshmen composite ACT score from 18 to 19.
- Increased average GPA from 2.4 to 2.6.
- Employed Banner to fully realize technology in the admissions and recruitment process; trained and developed existing and new staff to leverage system to full capacity.

Results:

- Created and implemented student self-service online admissions application allowing students to see their application status in real-time.
- Reduced application processing time by approximately 50%.
- Reduced processing costs by approximately 10%.
- Provided key information to upper administration to understand the needs of prospective students and allowed for focused recruitment efforts to capture and increase enrollment.
- Set up validation tables that ensured data met standards; tested and launched successfully.
- Implemented electronic transcript retrieval process through utilization of Parchment.

Results:

- Reduced processing of applications by 50%.
- Allowed for electronic receipt of transcripts from high schools for students applying to the University.
- Allowed for centralized repository, thus making it easier to manage variances in staffing and still process applications quickly.
- Served as the Student Ambassador Advisor for thirty (30) ambassadors.

Results:

- Created a uniform culture within the organization to represent the university at local and national recruitment events and identified ways to increase fundraising; assisted with establishing a bank account and kept financial statements for group.
- Served as a mentor to Ambassadors and guided them through understanding organizational operations and roles, the importance of keeping meeting minutes, etc.
- Oversaw the university's dual enrollment program for approximately 500 plus students.

Results:

- Fostered positive relations with the community (i.e., guidance counselors, homeschoolers, etc.) to ensure that applications for dual programs were processed accurately and timely.

Wilberforce University, Wilberforce, OH***Director of Admissions****2010 – 2012*

- Directed and managed the university admissions function to include, the management of admissions staff (5 FTEs) with an operating budget of \$215K.

Results:

- Created communication plans that targeted and recruited students that were academically prepared, thus leading to increased retention.
- Developed, evaluated, interpreted, and enforced admission policies and procedures that ensured alignment of strategic goals and plans; reduced operating expenses by \$12K for travel-related

- Implemented an online application portal allowing students to apply online and accept payment for their respective admissions applications.

Results:

- Realized greater efficiency in processing applications and identification of true applicants.
 - Collected application fee at the point of application, allowing for more efficient applicant data retrieval and communication with applicants.
 - Increased forecasting of true applicants allowing for more accurate reporting of prospective students to key leadership.
- Collected, analyzed, and employed admissions and enrollment data to meet immediate and long-range university enrollment objectives.

Results:

- Analyzed data from prior years to identify missed opportunities and consider alternative strategies to meet immediate and long-term goals.
 - Compiled information that had not been considered prior by researching, examining, and leveraging data for a more meaningful and thorough approach to strategizing and planning.
 - Utilized and employed data to yield a higher caliber of students for enrollment and retention by forecasting market conditions and considering bottlenecks that were impactful.
- Collaborated with faculty, staff, alumni, and students to build effective relationships and communicate recruitment strategies and actions.

Results:

- Joined forces with key stakeholders to share plans and assist in planning by forecasting future needs and opportunities.
- Recapped successes, shared challenges, and improved outcomes to unify and align recruitment efforts with university goals.

Alabama Agricultural & Mechanical University, Huntsville, AL
Director of Admissions

2007 – 2010

- Directed and managed the university admissions function to include management of admissions staff (13 FTEs) with an operating budget of \$1.2M.

Results:

- Established innovative plans and processes to increase enrollments of high caliber students leading to increased retention for the university.
- Established an integrated recruitment plan, which included faculty, staff and student involvement creating a more efficient admissions process and ensured a timely response.
- Coordinated admissions marketing initiatives to include publications, electronic media and website design.
- Attained a 10% increase in first-time freshmen for Fall of 2009.
- Developed a more robust admission packet that included step-by-step instructions for students and parents upon acceptance to the university.
- Established an enrollment management task force to ensure a smooth matriculation of first-time entering freshmen.
- Established an Alumni Admissions Recruitment program inclusive of a training manual which kept alumni abreast of the overall admissions process in addition to assisting with increasing alumni participation in our recruitment efforts.

- Provided vision and leadership for use of technology (Banner & Recruitment Plus) in recruitment and admissions processes; led team to leverage and fully realize technologies to assist in meeting enrollment goals.

Results:

- Reduced processing time of applications by approximately 50%.
 - Reduced processing costs by approximately 10%.
 - Provided key information to upper administration regarding the demographics of enrollments and retention of students.
- Used College NET, an electronic admissions application that allowed students to apply and pay online, thus reducing the number of duplicate online applications by 80%.

Results:

- Led team to leverage and fully realize technologies to assist in meeting enrollment goals.
- Redesigned the university's scholarship program by forming a scholarship committee to efficiently award institutional scholarships to prospective students.

Results:

- Enrolled 1,200 first-time freshman students who were an institutional fit: increasing potential retention.
 - Increased communication with our prospects, applicants, and enrolled students.
- Served as the Student Ambassador Program Advisor for fifty (50) ambassadors.

Results:

- Created a uniform culture within the organization to represent the university at local and national recruitment events and identified ways to increase fundraising; assisted with establishing a bank account and kept financial statements for group.
- Served as a mentor to Ambassadors and guided them through understanding organizational operations and roles, the importance of keeping meeting minutes, etc.
- Established a "Students Recruiting Students" program to assist in the recruitment efforts of the Office of Admissions.

Old Dominion University, Norfolk, VA
Site Director, John Taylor Community College

2005 – 2007

- Directed the university admissions function to include management of admissions staff (6 FTEs) with an operating budget of \$120K.

Results:

- Increased quality of customer service to prospective students for the campus by responding to student inquiries within 24 hours, providing convenient times for academic advising, which may have included having extended office hours, and ensuring that all classrooms were properly prepared for classroom instruction.
 - Marketed the various academic programs providing exposure of the university to community college students as well as local businesses and school district.
 - Resolved and handled student issues concerning financial aid and registration, which assisted in creating a more customer service-oriented environment, increased inquiries by 4%, helped to increase overall enrollment by 5% and provided me with the knowledge and familiarity with academic advising.
- Served as the academic liaison between Old Dominion University and John Tyler Community College

Results:

- Provided key information back to university to unify their approach to better market the university

- Implemented new program and class offerings leading to increased enrollment and acquisition of larger space.
- Extended office hours to better serve student needs/wants, increasing their satisfaction.
- Provided counseling to students on admissions requirements and financial assistance using the Banner student information system.

Results:

- Increased quality of customer service to prospective students for the campus.
- Utilized Banner to enter admissions applications along with using a scanner to expeditiously send information from the site to the main campus.
- Leveraged Microsoft to keep an accurate account of advising appointments.
- Functioned as the sole provider of academic advising to all students in thirty (30) academic degree program offerings.

Results:

- Assisted the Academic Deans on the main campus by advising students in their respective programs of interest.
- Conferred with students regarding courses needed to best meet their individual needs while keeping them focused on degree requirements and objectives.
- Served as a steering committee member for the Community College Workforce Development Office.

Results:

- Represented the university on how academic programs could complement some of the initiatives established by the committee.
- Established and networked with many outside industries through attendance at events, increased visibility of university.
- Increased enrollments of students working full and part-time employment.

Norfolk State University, Norfolk, VA
Associate Director, Alumni Relations

2003 – 2005

- Managed alumni function for university to include but not limited to, assisting in the cultivation, organization and advising of alumni chapters throughout the country, assisting with the oversight of office budget and management of staff.

Results:

- Provided leadership, coordination, and support to the university's alumni and related activities to include alumni affinity groups and senior receptions.
- Prepared all communications and publication materials for alumni using MS Publisher, Outlook and Macromedia Contribute.
- Served as the advisor for the student alumni association.
- Managed the maintenance of the alumni volunteer database, as well as keep track of active members of the NSU Alumni Association using DONOR 2 and DATATEL computer systems.

Results:

- Leveraged technology to keep track of alumni and increase donations to university.
- Instituted a freshman gifts program to initiate a university tradition among first-time students.
- Provided frequent communication updates to volunteers and university alumni through an e-newsletter.
- Taught Freshmen Orientation classes.

- Increased retention of first-time students through increasing their knowledge of the university's history and focusing on relevant policies and procedures that affected them.

Norfolk State University, Norfolk, VA

Assistant Director/Special Events, Office of Admissions

2001 – 2003

- Provided counseling to undergraduate applicants and parents on admissions requirements and financial assistance.

Results:

- Updated the Admissions web page by incorporating up-to-date information on Admissions recruitment events (i.e., open houses, prospective student receptions, recruitment calendar, etc.) ensuring that students and/or parents had a centralized point of reference for events.
 - Led and integrated a virtual tour, which resulted in increased enrollments, highlighting the University's features through the creation of an interactive web tool allowing students and parents gain a personal and visual perspective of the campus.
- Evaluated applications to determine acceptance using DATATEL student information systems.

Results:

- Leveraged technology and improved processes to reduce time in making admissions decisions by using auto admit feature; constructed criteria and established validation tables to ensure appropriate admissions.
 - Increased customer satisfaction perception of students and parents by decreasing the response time for admissions.
- Represented the University at college fairs locally and nationally for recruitment purposes.

Results:

- Represented university at college fairs yielding the highest interest of students for the university; coordinated attendance of fairs for assigned territory.
 - Recruited students by providing information about the university and answer questions prospective students and their parents have regarding the university; ensured follow-up post college fair by utilizing an established communication plan and strategy to encourage their interest in the university.
- Served as an administrative hearing officer for the Office of Judicial Affairs.

Results:

- Reviewed cases of student misconduct and determine sanctions for violations based on the policies/procedures of university.
- Chaired the Town Foundation Scholarship Committee.

Results:

- Reviewed applications for various scholarships and ensured criteria set forth by donor was met; communicated to all applicants the status once a decision was determined.
- Awarded a university scholarship to five (5) students for financial assistance.
- Partnered with community leaders and educators to inform selected individuals of their selection for scholarships.

Chesapeake Public Schools, Chesapeake, VA

Primary School Teacher

1999 – 2001

- Designed and implemented curriculum-structured lesson plans to meet the diverse needs of students.

Results:

- Utilized a variety of teaching strategies including collaborative learning, direct instruction, and numerous hands-on activities to increase students' knowledge of math, English, reading, science, social studies and handwriting.
 - Adapted teaching methods to provide students with visuals, hands-on activities, and listening activities to increase their retention of subject matter.
 - Geared lesson plans toward providing real-life examples about the subject matter being presented by including current news articles, guest speakers, and field trips.
 - Created and presented lesson plans, as well as administered state-mandated examinations, using MS Word, PowerPoint, Excel, etc. to remain organized and keep accurate records for students.
- Formulated assessment tools to review covered material as well as maintain an accurate record of students' grades.

Results:

- Developed and administered pop quizzes, time tests, cumulative tests, and homework to assess students to ensure learning objectives were being met and to provide necessary assistance to increase their absorption and retention of subject matter.
- Assisted with coordinating the school's annual career day event.

Results:

- Coordinated speakers for event by reaching out to local businesses, municipal entities, colleges and universities to speak about various careers and their career paths; enabled students to see at an early age career they may not have been exposed to or considered as viable options for themselves.

Norfolk State University, Norfolk, VA***Financial Aid Counselor****1996 – 1999*

- Counseled students concerning financial aid with regards to the types of aid available as well as their eligibility based upon income and other contributing factors.

Results:

- Maintained up-to-date financial aid information via the Internet as well as seminar conferences helping the university to increase awareness of various scholarships that students could receive outside of university funding resulting in a cost savings to the university and exposing students to other scholarship opportunities.
 - Assisted with maintaining the job board for students who were participants of the federal student work-study program providing up-to-date jobs on campus so that students could fulfill their work-study obligations.
 - Conducted both on and off campus financial aid seminars to educate students about the financial aid process ensuring that information was disseminated in a manner that was easily understood.
- Reviewed students' financial aid award letters using IFAS and DATATEL computer systems.

Results:

- Helped to award students and provide financial aid statuses to students; assisted with answering questions and concerns to students and/or parents.
 - Helped the university to keep accurate records of student files and reduced the use of paper.
- Supervised and trained work-study students on the financial aid process.

Results:

- Ensured that students were providing individuals the accurate information about their financial aid

- Increased individual awareness of the positive impact of intrinsic motivation to achieve positive outcomes from providing excellent customer service; capitalized on hiring and managing personnel to ensure efficiency as the first point of contact.
- Assisted the Assistant Director of Admissions at local and national college fairs.

Results:

- Provided financial aid information and admissions materials to assist students and parents in planning financially.
- Participated in college fairs assisting the Admissions Department to increase enrollments by providing information about the University to prospective students and their parents.

GRANT PROPOSAL:

Program: **Improving Access to and Success in Higher Education, 2010**
Funding Source: TG Public Benefit Grant Program
Amount: \$350,000
Duties: PI and Co-Authored

PRESENTATIONS:

“Customer Service and its Role in the Decision-Making Process of Selecting a College” Invitation extended by Alabama Association of Collegiate Registrars and Admission Officers (ALACRAO) **July, 2008.**

“Who Is the Millennial Student” Invitation extended by Alabama Agricultural & Mechanical University Faculty/Staff Institute Committee **January 2009.**

Panelist HBCU College Fair sponsored by Congressman Raul Grijalva, Tucson, AZ September 2013

Panelist HBCU Initiative sponsored by Brookline Public Schools, Brookline, MA November 2021

Articles

“CRM Platforms Can Improve HBCU Enrollment & Retention” Diverse Magazine
<https://edadvancement.org/news/crm-platforms-can-improve-hbcu-enrollment-and-retention/>

“How HBCU’s are Navigating the Recent Influx of Cash & Students” Forbes Magazine Online
<https://www.forbes.com/sites/marybethgasman/2022/10/17/how-hbcus-are-navigating-the-recent-influx-of-cash-and-students/?sh=1d11528d251a>

UNIVERSITY & EXTERNAL COMMITTEES:

Kentucky State University

- Chair, University Open House Steering Committee
- Homecoming Committee
- New Student Orientation Committee

Wilberforce University

- Chair, Enrollment Management Task Force
- New Student Orientation Steering Committee
- North Central Self-Study

Alabama Agricultural & Mechanical University

- Chair, Enrollment Management Committee
- New Student Orientation Steering Committee
- Homecoming Steering Committee
- Faculty & Staff Institute Steering Committee
- Junior Class Advisor

Norfolk State University

- Chair, Enrollment Management Steering Committee
- Chair, University Open House Steering Committee
- Chair, Town Foundation Scholarship Committee
- Co-chair COVID-19 Committee
- New Student Orientation Steering Committee
- Hearing Officer, Judicial Affairs Committee

Educational Testing Services (ETS)

- Scholarship Reviewer

College Board

- South Region Council Member (Current)
- Enrollment Leadership Academy Alumni (ELA)
- Digital SAT Advisory Committee Member 2023
- Dream Deferred/HBCU Conference Planning Forum Committee Member 2020, 2021 & 2023-current

PROFESSIONAL AFFILIATIONS:

- National Association for College Admission Counseling (NACAC) *August 2023-current*
- College Board Enrollment Leadership Academy (ELA) Participant, *August 2016-August 2017*
- National Association of College Deans, Registrar's and Admissions Officers (NACDRAO), *June 2007-Present*
- Virginia Association of Collegiate Registrars and Admissions Officers (VACRAO), *June 2001- July 2003*
- Southern Association for College Admission Counseling (SACAC), *June 2008-December 2009*
- Alabama Association of Collegiate Registrars and Admission Officers (ALACRAO), *June 2007-December 2009*