

Debra J. Hintz

October 5, 2017

Ms. Caitlin Hummel  
Senior Consultant  
Summit Search Solutions, Inc.

Dear Ms. Hummel:

I am writing with reference to your recent advertisement listed in the NASFAA Daily News for the position as Director of Scholarships and Financial Aid.

As my resume indicates, I have been in the financial aid arena for my entire career. In my current position, I counsel students, monitor their academic progress, redesign internal processes, collaborate with other offices to enhance customer service, implement aid strategies to meet the enrollment objectives and educate the campus community regarding financial aid.

I am interested in this position for various reasons; the foremost being a desire to change from the private to public sector of higher education. I believe my experience in financial aid combined with admissions and retention qualify me as a strong leader. I understand the importance of building relationships with students and genuinely caring about their educational pursuits. I would welcome the opportunity to join your team and collaborate with others at the University of Wyoming in an effort to serve students.

Ideally, my husband and I are seeking a community that offers a small town atmosphere. While Arizona has its' own beauty, it lacks trees, green grass and a longer winter.

If you need any additional information, please do not hesitate to contact me, at your earliest convenience.

I look forward to hearing from you.

Sincerely,

Debra J. Hintz



## Debra T. Hintz

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## Professional Experience

### Embry-Riddle Aeronautical University

February 2014– Present

Prescott, Arizona

#### *Director of Financial Aid*

Responsibilities include: Manage federal, state and institutional financial aid programs (which total over \$63 million to 2489 undergraduate and 45 graduate students, implement an effective leveraging model, continue to improve customer service to all populations through personalization, develop internal policies related to institutional aid, improve the award letter (paper and electronic), develop a communication plan for various audiences, oversee the Veteran's Affairs Office, enhance the working relationship with admissions through training and better communication, manage the appeals process, supervision of seven staff members, interpret regulations and establish policies.

### Gardner-Webb University

February 2005 – August 2013

Boiling Springs, North Carolina

#### *Vice President of Enrollment Management*

(August 2010 – August 2013)

Responsibilities included: Communicate the direction, vision and strategic positioning of the University to prospective students through electronic communications, social media, texting and website content. Oversee recruiting efforts for undergraduate and graduate admissions, manage enrollment budgets (undergraduate 1530 & graduate 1827), utilize predictive modeling to enhance yield rates, implement a financial aid strategy to achieve enrollment and discount rate, increase campus visits and yield events to achieve optimum enrollment expectations. Manage retention concerns as identified and collaborate with other departments to ensure the student experience is being delivered as intended. The Enrollment Management division consists of 38 individuals and I have eight direct reports.

#### Accomplishments:

- Implemented a new financial aid strategy fall 2012 – increased scholarship awards
- Implemented predictive modeling - inquiry stage forward
- Strategically applied model scores to various campaigns and communication plans
- Improved academic quality for entering students – 19 point increase in SAT over 2 years

***Associate Vice President for Retention & Student Success*** (March 2009 – July 2010)

Responsibilities included: Developed reports which provided key performance indicators regarding student retention, remained entwined with financial aid and admissions, conducted annual assessment surveys, chaired the Retention & Student Success Committee, met with students regularly to stay abreast of any issues with regard to enrollment and recommended changes in policies or processes.

Accomplishments:

- Increased first year retention by 2% from 2008 to 2009
- Created reports to capture students' curricular and co-curricular behavior
- Utilized focus groups to articulate student concerns to the senior leadership
- Identified campus issues through residence hall visits

***Assistant Vice President for Financial Planning*** (July 2006 – February 2009)

Responsibilities included: Management of federal, state and institutional financial aid programs (totaling over \$42 million to 4000 students), continue to improve customer service to all populations, implement an electronic award letter, enhance the working relationship with undergraduate admissions through training and better communication, implement an effective leveraging model, supervision of seven staff members, interpret regulations and establish policies.

Accomplishments:

- Created reports to monitor institutional aid expenditures
- Implemented a paperless award process
- Allowed work-study assignments to be determined by each student through an interview
- Implemented a timely awarding cycle for all programs beginning March 1

***Director of Financial Aid*** (February 2005 – July 2006)

I inherited an office that was in complete upheaval. The Banner system was implemented and configured incorrectly. As a result, aid was being disbursed over nine months instead of twelve for the adult programs and refunds were being generated. Every area of the office was out of compliance. The Financial Planning Office had an unfavorable reputation among students and departments on campus. During the first year, I reconfigured all Banner processes, developed quality control reports to manage our data and added structure to the office. I was able to build good working relationships with students, departments and faculty members by exhibiting knowledge, integrity and keeping a sense of humor.

Accomplishments:

- Developed processes and reports to manage the office
- Hired staff members with prior financial aid experience
- Enhanced customer service through staff training

### **McKendree University**

*Lebanon, Illinois*

#### ***Director of Financial Aid***

April 2002 – February 2005

Responsibilities included: Management of federal, state and institutional financial aid programs (totaling over \$15 million), improved customer service, supervision of 4 staff members, interpret regulations and establish policies, implement all software upgrades, train staff members as well and admission counselors.

### **New England College**

*Henniker, New Hampshire*

#### ***Director of Financial Aid***

June 2000 – January 2002

Responsibilities included: Management of federal, state and institutional financial aid programs, implementation for all Banner upgrades and appropriate training, train staff members in the area of Student Financial Services and admissions personnel.

June 2000 – January 2002

### **Lyon College**

*Batesville, Arkansas*

#### ***Associate Dean of Financial Aid***

February 1995 – June 2000

Responsibilities included: Management of federal, state and institutional financial aid programs, implementation and training for all software (PowerFAIDS) programs and assisted with the responsibilities during the vacancy for the VP of Enrollment Services for two separate years.

### **Franklin Pierce University**

*Rindge, New Hampshire*

#### ***Director of Financial Aid***

January 1994 – January 1995

Responsibilities included: Management of all aid programs, supervision of 5 staff members on the Rindge campus and training of the 5 assistant campus directors at each location, awarding applicants and counseling various populations of students for all programs.

January 1994 – January 1995

### **Lawrence University**

*Appleton, Wisconsin*

August 1991 - January 1994

***Director of Financial Aid*** Responsibilities included: Management of financial aid programs, preparation of federal, state and institutional reports, awarding counseling of students, as well as assisting with the development of new enrollment management strategies.

During the preceding thirteen years before joining Lawrence I was employed at various colleges in the area of financial aid. In most positions I was the Director but at **Syracuse University** I was a counselor where I gained my passion for the field. Later at **Middlebury College** I was the Associate Director and was introduced to institutional need analysis. In this position I learned how to evaluate tax returns and to calculate FM and IM expected family contributions. I served as Director at the following colleges: *Norwich University, Colorado Mountain College, Vermont Technical College and the West Virginia School of Osteopathic Medicine.*

## Education

**Nathaniel Hawthorne College**, Antrim, New Hampshire

*B.S. Major: Business Administration, Minor: English 1977*

Graduated cum laude, 3.6 G.P.A., top ten percent of class

1977 Vice President Senior Class

1977 Literary Editor, Hawthorne Yearbook, Fanshaw

1977 Professor's Assistant Accounting

1976-7 Dean's List Recipient