

## Experience

### Center for Higher Education Support Services, Inc., Wilmington, NC

1995–Present

**President**

- Provided management-consulting services to more than 50 higher education institutions with enrollments ranging from 1,400 to 45,000 students.
- Managed projects including: mock program reviews, reconstructions of student records, implementation of new programs, policy review, on-site management, computer system enhancements, financial reconciliation, and performance improvement engagements.
- Designed and authored the 1995, 1999, and 2003 National Association of Student Financial Aid Administrators (NASFAA) Staffing & Salary Models. Utilized model to help resolve union salary dispute.

### University of California Los Angeles (UCLA), Los Angeles, CA

2003–Present

**Adjunct Faculty**

- Teach distance education course entitled “Fundamentals of Financial Aid.” Course is taught using Blackboard and is part of the College Counseling Certificate program.

### The University of North Carolina at Wilmington, Wilmington, NC

1997–2002

**Director of Financial Aid & Veterans Services**

- Administered \$45M annually in federal, state, and institutional financial aid.
- Managed a team consisting of 17 full-time and 26 part-time employees.
- Utilized technology to improve compliance and student satisfaction while over the same five-year period operating budget was cut 50% per student served.
- Implemented ACD Telephone System, Electronic Document Imaging, Web-based Federal Work-Study and Scholarship System, KIOSK, and portal technologies.
- Leadership initiatives resulted in recognition with US Department of Education Model of Quality Award given to only two institutions nationwide in 2000.

### KPMG Peat Marwick, LLP, Washington, DC

1994–1995

**Consultant**

- Provided management consulting services to higher education institutions including litigation support, mock program reviews, reconstructions of student records, policy review, on-site management, and performance improvement engagements.
- Advised the US Department of Education and its contractors on the financial aid delivery system, Direct Loans, and computer systems.
- Trained auditors from field offices throughout the United States.
- Led the consulting team with the highest average billed hours / new business.

**Appalachian State University, Boone, NC**

1992–1994

**Associate Director of Financial Aid**

- Successfully brought the office into compliance with federal requirements and delivered more than 80% of students' aid on time following institutional crisis.
- Reengineered processes to expedite workflow and reduced institutional risk of non-compliance.
- Trained higher education administrators throughout the United States on the 1992 Reauthorization of the Higher Education Act.
- Managed seven professional full-time staff and 15 part-time employees.

1990–1992

**Coordinator of Student Life Research**

- Edited Student Life, a university research publication; topics included Student Characteristics, Residence Life, Roommate Matching, Greek Life, Suicide, Student Employment, Health Services, and Student Fees.
- Collected, analyzed and published student data to better understand student attitudes, beliefs, and behaviors.
- Created computer programs using FOCUS to extract data from SCT SIS+ mainframe and analyze data using SAS and/ or SPSS+.
- Implemented outcomes assessment program to measure student involvement and learning outside the classroom.
- Actively participated in the Committee for Institutional Studies and Planning which developed a five-year strategic plan and other institution-wide assessment efforts for accreditation and planning.

1990 – 1991

**Adjunct Faculty, Department of Interdisciplinary Studies**

- Taught Freshman Seminar modeled after Gardner's "University 101: the Freshman Year Experience."
- Facilitated learning through discussions, lecture, lessons, small-group exercises and out-of-class experiences.
- Participated in a faculty-led team to evaluate the success of the course.

**Education**

Campbell University, Norman Adrian Wiggins School of Law, Buies Creek, NC; J. D. Candidate, May 2005.

- Class Rank: 19/ 127 (Top 15%); Book Award for Education Law
- Case Summary Writer, Campbell Law Observer
- Lexis-Nexus Certified
- West Law Certified; Trademark Research Certified; Tax Research Certified

Appalachian State University, Boone, NC:

- Ed. S., Leadership & Higher Education, Administration, July 1994.
- M. A., Leadership & Higher Education, Administration, May 1991.
- B. A., Philosophy & Religion; Minor, Business Management, May 1990

## Honors & Awards

- Named by students as "the one person at UNCW who had a significant impact on them."
- Recognized as one of the top 75 financial aid professionals in the United States by the US Department of Education, 2000.
- NASFAA Committee of the Year Award, 2000, for outstanding personal contributions to the development of the financial aid profession.
- Outstanding Thesis Award Nominee, 1991.
- Appalachian State University Student Development Service Award, 1990 and 1991.
- Who's Who Among Students in American Universities & Colleges, 1990.
- Editor, Commentary Page, The Appalachian, campus newspaper, 1988–1989.
- Court Justice, Appalachian State University Student Judiciary, 1988.
- Rotary International Foreign Exchange Student, Italy, 1983–1984.

## Professional Activities

### National Association of Student Financial Aid Administrators:

- Institutional Member, 1992–2002
- Electronic Services Committee, 1999–2000
- Federal Electronic Aid Office Trainer, 1997–1998
- Federal Student Delivery System Trainer, 1994–1995
- Need Analysis Standards Committee, 1997–1998
- Research Committee Member, 1995–1997

### National Computer Systems:

- Consultant, 1993–1997
- Trainer, 1999–2002

### The College Board:

- Member, 1997–2002
- Trainer 1999

### Southern Association of Student Financial Aid Administrators:

- Member, 1992–2002
- Management Institute Committee Member, 1997–1998

### North Carolina Association of Student Financial Aid Administrators:

- Member, 1993–2002
- Publicity & Publications Chairperson, 1994–95
- Assistant Program Chairperson, 1994–95
- Member, Program & Site Selection Committee, 1993–1994
- Member, Legislative Advisory Committee, 1994–1995
- Member, Professional Advancement Committee, 1993–1994
- Member, Diversity Committee, 1995–1998
- Member, Technology Task Force, 1996–1997
- Education Loan Management (ELM) National Advisory Board, Member, 1998–2000
- United Student Aid Funds Southern Regional Advisory Board, Member, 1993–1994

## Community Activities

- Project for Older Prisoners, 2003–2004.
- Board of Directors, Brunswick County Communities in Schools, 1998–2001.
- Board of Trustees, John W. Williams Memorial Scholarship Fund, 1991–1997.
- Church Council, Finance Committee, Usher Coordinator, St. Matthews Lutheran Church.
- Volunteer, Habitat for Humanity, Interfaith Hospitality Network & Communities that Care.

## Publications

Williams, M.S. (*In Press.*) "Key Factors in Compensation of Financial Aid Administrators & Staff," *Student Aid Transcript*, 15(1).

Williams, M. S. (2004.) *Financial Aid, Encyclopedia of Distributed Learning*. Sage Reference & Fielding Graduate Institute.

Williams, M.S. (2003). *Federal Work-Study: How America's Colleges Use Federal Funds*. Morrisville, NC: Lulu Press.

Williams M.S. (Summer, 2000.) "Technology and the financial aid profession," National Association of Student Financial Aid Administrators, *Student Aid Transcript*, Washington, DC.

Kennedy P., Cornell C., Fox L., Osswald A., Williams M., Wilson M., Zuzack C. (June, 2000.) "E-Aid Office 2000: Financial Aid Software Selection, Implementation, and Operation." National Association of Student Financial Aid Administrators, Washington, DC.

Williams M.S., (October, 1999.) "Staying afloat in the sea of financial aid," The College Board, *College Counseling Connections*, Washington, DC.

Williams M.S., (October, 1999.) "Staffing issues in student aid." National Association of Student Financial Aid Administrators, Washington, DC.

Williams M.S., Bayless R., Christensen T., Felsen B. (December, 1995.) "Staffing issues in student aid: A report on the NASFAA Staffing Models Project." National Association of Student Financial Aid Administrators, Washington, DC.

Williams M.S., Ball D. (Spring, 1993.) Graduates perceptions of selected factors on their ability to secure employment. *Journal of Career Planning & Employment*, 25–26.

Williams M.S. (1992.) The effect of emergency loans on student retention. *Journal of Student Financial Aid*, 22(3):39–44.

Williams M.S. (1991.) *The history of institutional assessment at Appalachian State University: 1940–1990*. Unpublished master's thesis, Appalachian State University, Boone, NC.

McIntire D.D., Williams M.S. (1990.) "Alcohol and substance use and abuse: An Institutional assessment." *The College Student Affairs Journal*, 10(2):37–47.

## Selected Presentations

Williams M.S. (April, 2002.) "Implementing Electronic Data Management Systems." Carolina Financial Resource Systems Users Conference, Charlotte, NC.

Williams M.S., Peterson S., Smith S. (2001.) "learnstudentaid.org — the new student aid learning community." National Association of Student Financial Aid Administrators, Nashville, Tennessee.

Williams M.S. (December, 2000.) "104 Questions: Is this too complicated? A New Concept for Administering America's Financial Aid Programs." California Association of Student Financial Aid Administrators, San Diego, Calif.

Williams M.S., *et al.* (1999.) "Reauthorization and RFMS Training." Presented in Alabama, Florida, Georgia, and North Carolina. Williams M.S., *et al.* (1997–1998.) "The Electronic Aid Office." Presented in Georgia, New York, North Carolina, and Puerto Rico.

Williams M.S. (July 1997.) "The NASFAA Electronic Encyclopedia." National Association of Student Financial Aid Administrators, Philadelphia, Pennsylvania.

Williams M.S. (January, 1997.) "Staffing in Student Aid." American Association of Medical Colleges, West Palm Beach, Florida.

Williams M.S. (October, 1996.) "Refunds & Repayments." Kansas Association of Student Financial Aid Administrators, Hutchinson, Kansas.

Williams M.S., McCorrison S. (July, 1996.) "You're already doing it: You just didn't know it was research." National Association of Student Financial Aid Administrators, Denver, Colorado.

## Grantsmanship

- US Department of Education, 2001–2004. Child Care Access Means Parents in School. \$128,556.
- US Department of Health & Human Services; Bureau of Health Professions; Scholarships for Disadvantaged Students Grant, 2001–2003. \$33,857.
- US Department of Education; FIPSE; LAAP Grant, 1999–2001. \$930,870.
- North Carolina State Education Assistance Authority, 1998–2001. \$20,000.
- Landfall Foundation, Inc., 1998 & 1999. \$2,000.