

# Carlos R. Clark, Ph.D.

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## Education

	<b>Doctor of Philosophy</b> University of Mississippi	<b>1996 – 2003</b> University, MS
<i>Major:</i>	Educational Leadership – Higher Education	
<i>Activities:</i>	Not Applicable	
	<b>Master of Arts</b> University of Mississippi	<b>1994 – 1996</b> University, MS
<i>Major:</i>	Higher Educational Leadership	
<i>Activities:</i>	Kappa Delta Pi (Zeta Eta Chapter), National Education Honorary	
	<b>Bachelor of Arts</b> University of Mississippi	<b>1988 – 1993</b> University, MS
<i>Major:</i>	English (Modern Literary Criticism and Seventeenth Century English Literature)	
<i>Activities:</i>	Dean's List	
	<b>Bachelor of Business Administration</b> University of Mississippi	<b>1988 – 1993</b> University, MS
<i>Major:</i>	Management (Human Resources and Production Management)	
<i>Activities:</i>	National Business Honorary	

## Professional Development

<b>Management Development Program Certificate of Completion</b> Harvard University	<b>2000</b> Cambridge, MA
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## Professional Experience

<b>Prairie View Agricultural and Mechanical University</b> <i>Assistant Provost for Student Financial Aid</i>	<b>Prairie View, TX</b> <i>December 2006 – Present</i>
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I am the Financial Aid Administrator for a University of approximately 8,600 students. I supervise a staff of twenty-one individuals; develop and oversee a budget of \$692,000.00, as well as, manage a \$110 million dollar financial aid portfolio.

### ***Accomplishments during Tenure at Prairie View A&M University***

- Increased the number of students awarded and disbursed by the 12<sup>th</sup> class day from 34% to 67% utilizing existing technology
- First school in the state of Texas to successfully implement Sallie Mae's Lender Comparison Gateway which allowed students to compare borrower benefits then apply without having to go through multiple portals for service.
- In two years, reduced the University's student loan cohort default rate from 14.8% to 11.4%.
- Reengineered the entire financial aid web page to make it more user-friendly.
- Revised the University Scholarship policy to streamline the process, enhance our ability to recruit exceptional academic scholars, and improve objectivity in the process.
- Implemented the Banner Financial Aid Module for the 2008-2009 award year.
- According to federal government officials, first institution to automate data flow between US Department of Education and a University using AppWorx and TDClient. Automation improves speed of awards and accuracy and provides a concomitant increase in customer satisfaction.
- To ensure student access, implemented the federal government's William D. Ford Direct Loan Program.
- Appointed by the Texas Coordinating Board's Director of Grants and Special Programs to a committee charged to create and test a new method of reporting Texas Grant disbursements.
- Principal investigator for \$362,000.00 Title III Grant to purchase AppWorx, document imaging software and hardware; and, staff support to automate Banner Financial Aid Module processes. (2007-2008).
- Principal investigator for \$682,000.00 Title III Grant to outsource a Call Center for the Enrollment Management and Treasury Services, as well as, continue to automate the various Financial Aid processes (2008 – 2009).
- Implemented a Call Center for the following offices: Financial Aid, Treasury Services, Registrar, Orientation, Undergraduate and Graduate Admissions, as well as, the Registrar (June 2009)
- Before the first day of class, roughly 88% of our students were in a paid status. By the 12<sup>th</sup> class day, approximately 98% of our students were in a paid status.

### **Alabama Agricultural and Mechanical University**

*Director of Student Financial Aid and*

*Adjunct Professor, Educational Leadership & Adjunct Professor, English*

**Normal, AL**

*May 1998 – November 2006*

I was Chief Financial Aid Officer for a University of 6,283 students. I reported directly to the Vice President for Student Affairs. I supervised a staff of twelve people and successfully managed a budget of approximately \$498,000.00 dollars. In addition to my regular duties, I briefly served as interim Vice President for Student Affairs (Dr. Jerome Roberts was later selected to occupy the position). During that time, the following units reported to me: Student Financial Aid, Career Development, Student Health Services, Student Activities, Dean of Students, Judicial Affairs, International Students, and Intramural Sports. I was also very privileged to work very closely with the Alabama A&M University Board of Trustees on numerous projects for approximately six (6) years.

### ***Accomplishments during Tenure at Alabama A&M University***

- In 2001, appointed by the President to co-lead the division of Student Affairs until a new Vice President was selected
- Successfully negotiated with a vendor to provide an electronic payment gateway at no cost to the University
- Co-wrote a proposal for a new Doctor of Educational Leadership program.
- Instrumental in the reaffirmation of accreditation process (Southern Association for Colleges and Schools) as well as NCAA accreditation.
- Utilize and teach (graduate courses) the latest enrollment management strategies.
- Co-wrote the AAMU Wellness Center proposal that was funded by the AAMU Board of Trustees
- Recognized by the AAMU Office of Planning, Institutional Research, and Evaluation for Financial Aid Office's great customer and value-added services

- Received an award from General Revenue Corporation (GRC) for improving Perkins collections to more than \$1 million in less than two years
- Wrote a successfully funded grant to assist economically and environmentally disadvantaged students in Speech Pathology
- Enabled the Federal Work-Study Program to be nationally recognized by The Center for Higher Education Support Services, Inc., (CHESS) as one of the top five institutions in the nation for providing community service
- Created consumer/student surveys to gauge student satisfaction with services
- Increased student federal work-study salaries
- Collaborated with Business and Finance unit to improve fiscal accountability by creating a plan to turn over old student accounts receivables to collection agencies
- Increased AAMU's federal work-study allocation by more than 40%
- Increased AAMU's FSEOG allocation by more than 25%
- Adjunct professor in both the English department and School of Education
- Promoted better customer service by creating a system in which counselors was present at all times to talk to students
- Saved the institution \$120,000 by developing an imaging system that cost less than \$30,000 yet still allows all employees to access student records.
- Planned and implemented a successful Voter Registration Drive
- Enabled Alabama A&M to be the first school in Alabama to process federal student loans via the Internet
- Developed and won approval from the institution's President and Board of Trustees to allow Alabama A&M to be the second school in Alabama to distribute both refunds and student employment checks via Direct Deposit
- Serve as a consultant to other departments concerning hardware and software needs, as well as, assist them with developing new procedures
- Enabled Alabama A&M University to be the first school in the nation to process Parent PLUS loan applications via the Internet
- Reconciled the William D. Ford Federal Direct Student Loan Account for the first time in its history at Alabama A&M University (1997-98 academic year)
- Lowered the institution's liability for the William D. Ford Federal Direct Student Loan Program from \$1.5 million dollars to less than \$150,000.00
- Enabled the office to publish financial aid offers on the web
- Created the Residential Life and Student Housing web page
- Created the office's first web page
- Implemented the University's current Tuition Installment Plan that allows students and parents to register and pay via the web
- Formulated and implemented a Satisfactory Academic Progress Policy that in its first year increased retention at the institution by 20%
- Reduced the time in which students could receive their award offers by at least 60% and increased the accuracy of the awards
- Improved working conditions by redesigning the current work area to accommodate new employees and larger storage areas
- Advisory Group for the National Association of Student Financial Aid Administrators' Web Site Development beginning July 1, 2004 and concluding on June 30, 2005
- Nominated by peers as a teacher in the Southern Association for Student Financial Aid Administrators' (SASFAA) new financial aid administrator training sessions
- Created an award winning financial aid student technology group that creates web pages, services computers and other hardware, as well as creates databases for financial aid and other university departments
- Implemented both the Federal Work-Study Community Service and Job Location and Development Programs at Alabama A&M University
- Automated the AAMU student loan system via File Transfer Protocol (FTP)
- Successfully assisted the Vice President for Research and Development in her Council Scholarship fund raising efforts for the past four years

- Collaboration with the Business Office enabled us to disburse refund checks to students the first day of class
- Collaborated with Computer Services staff to develop a new confirmation process which confirmed more than 6,000 students before the end of August and reduced student frustration with the registration process
- First-time freshmen time in the queue for service reduced from 3 hours to roughly 30 minutes
- Presented the Academic Partner Support Award by the Vice President of Research and Development at the 2003 AAMU Business and Industry Cluster Meeting
- Nominated to The National Association for Equal Opportunity in Higher Education (NAFEO) Financial Aid Advisory Committee
- Reduced default rate from 13.4% to 7.7%

**Mary Holmes College**  
*Director of Financial Aid*

**West Point, MS**  
*November 1997 – April 1998*

I was the Chief Financial Aid Officer for a private community college of roughly 400 students. During my tenure at Mary Holmes College, I reported directly to the college's President and supervised three staff members. There I played a significant role in the college's SACS reaffirmation efforts.

***Accomplishments during Tenure at Mary Holmes College***

- Increased the number of computers in the office to allow better access to student records
- Acquired a server for the financial aid office at no cost to the institution
- Reorganized the office to improve customer service and improve the office's ability to accumulate accurate performance statistics
- 97% accuracy rate when submitting reimbursement records to the Department of Education.
- Assisted with the college's reaffirmation efforts.

**University of Mississippi**  
*Financial Aid Counselor*

**University, MS**  
*July 1994 – October 1997*

My role as a financial aid counselor was to advise prospective and currently enrolled students concerning various types of financial assistance. In addition to advising students, I Analyzed financial information submitted by applicants, determine types, and amount of aid to be awarded in accordance with state and federal standards and guidelines.

***Accomplishments during Tenure at the University of Mississippi***

- Promoted better customer service by creating a system in which a counselor was present at all times to talk to a student
- Provided statistical information to the Director of Financial Aid on a weekly basis detailing the percentage of students each counselor advised
- Enabled the Financial Aid Office to reach the next stage of technological advancement, access to the Internet and E-mail privileges
- Served as liaison contact for the Information Services section of the Financial Aid Office
- Improved working conditions by redesigning the current work area to accommodate new employees and larger storage areas for federal financial aid records
- Served as consultant for new computers and software until a new systems analyst was hired
- Presented information about how student budgets were created and administered to the staff accountant and other office personnel
- Trained new counselors
- Advised fellow counselors on federal, state, and university regulations and procedures
- Appointed to the University of Mississippi Traffic Safety Committee and Search Committee for a new Director of Financial Aid by the Acting Vice Chancellor of Student Life
- Participated in brainstorming sessions to provide students that attended other branches of the University better customer service in financial aid by using mainframe and PC computer support
- Provided encouragement and customer service to non-traditional students through seminars (i.e. Adult Learners Conference) and personal communication

- Appointed Coordinator of Financial Aid for Pharmacy students
- Organized customer service workshops for staff
- Created a private scholarships resource handout for current and prospective students
- Worked with Admissions for over four years providing supporting information about financial aid and knowledge pertaining to the University of Mississippi's programs and student life
- Tested mainframe financial aid software before awarding students each year

### Current and Former Memberships

- National Association of Student Financial Aid Administrators
  - 2004-05 Advisory Group for NASFAA Web Site Development
  - 2008-09 Student Access and Diversity Committee
  - 2009-10 Access, Diversity and Excellence Committee
- Southern Association of Student Financial Aid Administrators
  - 2001 SASFAA New Aid Officer Training Instructor
  - 2004 SWASFAA/SASFAA Mid-Level Workshop Instructor
  - 2005 SASFAA Electronic Services Committee Member
- Alabama Association of Student Financial Aid Administrators
  - 2002-2003 Alabama Association of Student Financial Aid Administrators Vice President
- Southwest Association of Student Financial Aid Administrators
  - 2009-10 SWASFAA New Aid Officer Workshop Instructor
- Texas Association of Student Financial Aid Administrators
- Postsecondary Electronic Standards Council
- National Association of College and University Business Officers
- Southern Association of College and University Business Officers

### Southern Association for Colleges and Schools Committees

#### *Mary Holmes College*

Mary Holmes College SACS Institutional Effectiveness Committee  
 Mary Holmes College SACS Strategic Planning Committee  
 Mary Holmes College SACS Institutional Research and Self-Study Committee  
 Mary Holmes College SACS Planning and Evaluation Self-Study Committee (Co-Chair)

#### *Alabama A&M University*

Alabama A&M University SACS Financial Resources Committee  
 Alabama A&M University SACS Federal Requirements Committee

#### *Prairie View A&M University*

Prairie View A&M University SACS Federal Requirements Committee

### Recognitions, Honors, and Awards

- Recognition Award, for outstanding service as Vice President, Alabama Association for Student Financial Aid Administrators (AASFAA), April 2003.
- Academic Partner Support Award, for forging partnerships between AAMU and private industry, Alabama A&M University 34<sup>th</sup> Annual Business/Industry Cluster Conference, October 2, 2003.
- Recognition Award, for outstanding leadership in collecting more than \$1 million dollars, General Revenue Corporation, March 2004.

## Contributions to Teaching

### **1999-2004**

Department of English and Foreign Languages

Courses taught at Alabama Agricultural & Mechanical University:

- English 101 – Composition I
- English 102 – Composition II
- English 201 – Survey of English Literature I
- English 202 – Survey of English Literature II
- English 203 – World Literature I
- English 204 – World Literature II

### **2000 – 2004**

Department of Curriculum, Teaching, and Educational Leadership

Courses taught at Alabama Agricultural & Mechanical University:

- FED 529 – Computer-Based Instructional Technologies
- FED 531 – Current and Emerging Instructional Technologies
- FED 532 – Curriculum Integration of Technology
- FED 600 – Advanced Curriculum Development
- EAS 603 – School Administration – Federal, State, and Local Legislation
- HEA 523 – Planning, Management, and Evaluation in Higher Education
- HEA 524 – Higher Education

## Publications

Clark, Carlos R. (2003). *The influence of student background, college experience, and financial aid on community college within-year retention*. Unpublished doctoral dissertation, The University of Mississippi, University, MS.

## Presentations

Byrd, D. and Clark, C., “Policies and Procedures 2001: An Aid Odyssey,” National Association of Student Financial Aid Administrators Fall 2001 Training Series, John C. Calhoun Community College, Decatur, AL, December 2, 2001.

Clark, C., “Investing in the Future Workforce through Industry Scholarships and More,” Alabama A&M University 33<sup>rd</sup> Annual Business/Industry Cluster Conference, Alabama A&M University, Normal, AL, October 10, 2002.

Clark, C., “Treatment of Resources and Packaging Considerations,” National Association of Student Financial Aid Administrators Fall 2002 Training Series, Montgomery, AL, December 6, 2002.

Clark, C., “Birds of a Feather,” 2003 U.S. Department of Education Electronic Access Conference, Kansas City, MO, March 5-7, 2003.

Clark, C. and Givhan, M., “Financial Aid Fair: Applying for Financial Aid,” 2004 Southern Association for Student Financial Aid Administrators, Birmingham, AL, February 12, 2004.

Clark, C. and Fooks, K., “Getting the Message to the Top,” 2007 National Association of Student Financial Aid Administrators Conference, Washington, DC, July 6-11, 2007.