

## Amanda E. Craddock

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### **Executive Summary**

Senior-level enrollment professional with demonstrated experience developing and achieving strategic enrollment goals through the establishment of enrollment projections, identifying and cultivating new enrollment markets, and developing funding models designed to support enrollment goals and maximize net tuition revenue. An executive with a proven track record of generating trend data and analysis for internal and external stakeholders. A leader with extensive experience leading an enrollment unit using current best practices and national trends in student recruitment, retention, and financial aid.

### **Areas of Expertise/Professional Strengths**

Budget Management  
Public Speaking & Strong Writing Skills  
Technology Skills (Ellucian Colleague, Slate CRM,  
Perceptive Content)  
Data Analysis  
Web & Print Publication Development

Staff Management  
Event Planning Skills  
Predictive Modeling  
Marketing Strategies & Campaign Implementation  
Development of Staff Training Programs

### **Professional Experience**

January 2023 – Present

Coastal Carolina University

#### *Vice President for Enrollment Management*

- Serves as the institution's chief enrollment officer. Ensures compliance with federal, state, and institutional policies regarding enrollment practices and awarding of federal, state, and institutional financial aid and scholarships.
- Provides weekly enrollment reports to the Provost and Deans. Provides monthly enrollment reports to the President and CFO. Provides a quarterly enrollment and retention report to the Board of Trustees. Provides additional enrollment and retention report to other campus partners and constituencies as requested.
- Develops and implements innovative and sophisticated strategies in recruitment, marketing, admissions and financial aid for incoming first-year, transfer, and non-traditional degree-seeking and non-degree seeking students.
- Leads, motivates, and advises a large division of recruitment, admissions, financial aid, and enrollment student professionals. Recommends human resource allocation and organizational structure for reporting departments.
- Develops, oversees, and manages division budgets totaling over \$4 million (operating and salary). Develops a financial aid and scholarship matrix to support enrollment goals and maximize net tuition revenue. Manages a \$50 million institutional scholarship budget.
- Collaborates with University Marketing and Communication to develop high-quality print and electronic recruitment, enrollment, and financial aid publications. Collaborates with Academic Deans, Academic Affairs, Institutional Research, Global Engagement, Athletics, Student Affairs, University Housing, Financial Services, ITS, and other colleagues to achieve enrollment goals and provide quality student services.
- Collaborates with and supports the application process and financial aid awarding for International Recruitment and Admissions and for the College of Graduate and Continuing Studies to assist the departments in meeting enrollment goals for international, adult learner, and graduate students.
- Manages and serves as the primary division contact for all vendor contracts and partnerships. Supervises the procurement process, contract details, and \$750K budget.

July 2019 – December 2022

Coastal Carolina University

*Associate Vice President/Associate Provost for Enrollment Management*

- Provided leadership and direction to the Offices of Admissions and Merit Awards and Financial Aid and Scholarships. Supervised the successful processing of over 25,000 undergraduate applications and over 15,000 FAFSA applications.
- Provided leadership in the areas of recruitment and counseling, enrollment events, admissions operations, technology and communication, transfer credit articulation, financial aid client services, financial aid operations and technology, in-state residency determination, non-academic admissions review, NCAA Division I compliance, awarding of federal, state, athletic, and institutional aid, and conditional admission programs.
- Established long-term recruitment goals by geographic territory and demographic objectives using predictive modeling and historical data. Provided enrollment and admission reports to the Board of Trustees at quarterly meetings.
- Developed a financial aid and scholarship model which supports strategic enrollment goals while also increasing tuition revenue.
- Worked collaboratively with University Marketing and Communication, as well as external agencies to promote the University.
- Directed the awarding of merit scholarships for incoming undergraduate students. Managed the merit award, endowed, and discretionary funds to ensure compliance with federal, state and institutional regulations regarding awards. Analyzed fund models and makes recommendations regarding changes to the merit award program.
- Served as the senior financial aid administrator for all federal aid programs. Served on state higher education committees and advisory boards for state scholarship and need-based programs.
- Determined annual new student enrollment goals through analysis of the application pool by geographic region using current data and by incorporating the University's strategic plan; predicted the yield of incoming students through an analysis of multi-year data, and developed communications to increase yield.
- Established admissions criteria using a historical analysis of applicant pool, academic credentials, acceptance and retention data. Made recommendations to the Provost and Faculty Senate on admission criteria and the impacts on internal and external policy changes.
- Collaborated with Associate Deans within the Academic Colleges, Academic Advisors, Student Life staff, and University Housing staff on completion of post-enrollment requirements and course registration to ensure the successful matriculation and transition of incoming students.
- Hired, trained, supervised and evaluated the performance of six direct reports. Oversaw the hiring and annual evaluation of over 50 full-time employees and over 60 student staff.
- Supervised the development of a \$2 million operating budget for the Offices of Admissions and Merit Awards and Financial Aid and Scholarships.
- Supervised the development of all admission and merit award publications. Developed a written communication plan for the recruitment of all undergraduate students (first-year, transfer, readmit, and non-degree) that included mailings, emails, postcards, phone calls, social media and exterior ad campaigns.

July 2015 – June 2019

Coastal Carolina University

*Assistant Provost, Admissions and Merit Awards*

- Provided leadership and direction to the Offices of Admissions and Merit Awards and Financial Aid and Scholarships. Supervision of Financial Aid and Scholarships added in March 2017.
- Developed and implemented an annual recruitment and enrollment plan to identify, contact, and enroll an undergraduate student body who will meet the University's goals in relation to enrollment, academic quality and diversity. Provided enrollment and admission reports to the Board of Trustees at quarterly meetings.
- Developed a financial aid and scholarship model which supports strategic enrollment goals while also increasing tuition revenue.
- Directed the awarding of merit scholarships for incoming freshmen and transfer students. Managed the merit award and discretionary funds to ensure compliance with federal, state and institutional regulations regarding awards. Analyzed fund models and makes recommendations regarding changes to the merit award program.
- Determined annual new student enrollment goals through analysis of the application pool by

geographic region using current data and by incorporating the University's strategic plan; predicted the yield of incoming students through an analysis of multi-year data and developed communications to increase yield.

- Determined admissions criteria using a historical analysis of applicant pool, academic credentials, acceptance and retention data. Made recommendations to the Provost on admission criteria and the impacts on internal and external policy changes.
- Supervised the successful processing of over 18,000 undergraduate applications and over 10,000 FAFSA applications. Provided leadership in the areas of community standards, NCAA Division I compliance, awarding of federal, state, athletic, and institutional aid, and conditional admission programs.
- Hired, trained, supervised and evaluated the performance of six direct reports. Oversaw the hiring and annual evaluation of over 40 full-time employees and over 40 student staff.
- Supervised the development of a \$1.7 million operating budget for the Offices of Admissions and Merit Awards and Financial Aid and Scholarships.
- Oversaw the development of all admission and merit award publications. Developed a written communication plan for the recruitment of all undergraduate students that includes mailings, emails, postcards, phone calls, social media and exterior ad campaigns.

July 2010 – June 2015

Coastal Carolina University

*Director of Admissions*

- Provided leadership and direction for the day-to-day operations of the Admissions Office which includes: freshman recruitment, transfer recruitment, re-admit and non-traditional recruitment, enrollment events, marketing and communication, and processing & technology.
- Developed, implemented and assessed the annual recruitment plan and event schedule to identify, contact, and enroll an undergraduate student body who will meet the University's goals.
- Determined annual new student enrollment goals through analysis of application pool by geographic region using current data and by incorporating the University's strategic enrollment plan; predicted yield of incoming students through analysis of multi-year data and develops communications to increase yield. Developed a territory management module to ensure enrollment progress in all geographical areas.
- Managed the successful processing of over 17,000 applications and provided leadership to the admission processing unit in the areas of file completion, assessment, residency, community standards, and NCAA Division I compliance.
- Determined admissions criteria through a historical analysis of applicant pool, academic credentials and acceptance rates. Made recommendations to the Provost on admission criteria and impact on internal and external policy changes.
- Hired, trained, supervised, and evaluated the performance of six direct reports. Managed the hiring and annual evaluation process for an admissions staff of thirty professional employees and 40 student staff; delivered ongoing training and direction to staff to stimulate innovations in admissions trends, technology, recruitment activities, and visit experiences for students and their families.
- Supervised the development of a \$1.1 million budget and expenditures of funds for the Admissions Office.
- Developed a written communication plan for the recruitment of all undergraduate students that includes mailings, emails, postcards, phone calls, social media and exterior ad campaigns.
- Oversaw the development of all admissions publications.

May 2008 – June 2010

Coastal Carolina University

*Director of Enrollment Events*

- Designed, implemented, and assessed ten Orientation programs for 3,000 new students (8,000 total guests) designed to ease their transition into the University and increase retention.
- Hired, trained, and supervised an Orientation staff consisting of four professional members and 22 students; developed training programs for staff to ensure superb customer service and an enjoyable campus visit experience.

- Conducted an annual assessment of all aspects of the Orientation program to make changes designed to improve program services, operation, and satisfaction among participants.
- Designed and implemented over 20 Admissions recruitment/visitation programs both on- and off-campus. Programs ranged in size from 25 to 1,000 participants.
- Responsible for the successful management of the University Tour Guide program.
- Represented the Admissions Office at major functions; served as a visible presence both on- and off-campus promoting the University to a variety of constituents in a positive and professional manner.
- Coordinated with other departments across the campus to develop and implement high quality enrollment programs; served as a liaison to the Division of Student Affairs and the five academic colleges.
- Responsible for the Orientation Program Budget (\$300K): supervised the processing of fees and the procurement of program goods and services; successfully balanced the Orientation financial accounts in full compliance with the office, University, and state guidelines.
- Served as decision-maker for the Admissions Office in the absence of the Director.

July 2005 – May 2008

University of Mary Washington

*Senior Assistant Dean of Admissions*

- Participated in all activities related to the admissions process, including recruitment travel, the review of applicant credentials and chairing Admissions Committee. Managed the selection of the Alumni Scholarship recipients and assisted with the selection of Washington Scholar finalists.
- Developed and implemented a comprehensive on- and off-campus recruitment program for students into the undergraduate degree program.
- Coordinated the Discovery Day open house programs and supervised the staff responsible for the planning and execution of all admitted student programs. Programs ranged in size from 500 to 1,000 participants.
- Planned and executed Information Night programs in key market areas for prospective students and their families. Programs ranged in size from 50 to 250 participants.
- Coordinated the Alumni Admissions Ambassador program and the UMW Family Admission Weekend.
- Directed and evaluated a coordinated annual plan for recruitment travel for all staff, provided direct supervision to the Assistant Dean charged with formulating the detailed travel schedule, and conducted staff training for recruitment.
- Partnered with the Associate Dean for Marketing and Communication to ensure that recruitment activities and messages are coordinated within the overall marketing plan to effectively utilize print publications and electronic communications.
- Managed all aspects of the transfer admissions process.

February 2001 – July 2005

University of Mary Washington

*Assistant Dean of Admissions/Transfer Coordinator*

- Coordinated the recruitment of transfer students for the B.A. and B.S. degree programs. Conducted staff development activities related to transfer admission. Authored and edited all publications and electronic communications specific to transfer students.
- Managed all aspects of the application reading, evaluation, and decision-making processes and related correspondence for transfer students. Interviewed and counseled candidates for transfer admission. Tracked and reported data for transfer applicants, acceptances, and enrollments and provided information necessary for entering class profile and other reporting purposes.
- Worked as an Admissions team member lead for the successful implementation of the SCT Banner student recruitment and admissions modules. Trained staff to use the new information system.
- Planned and coordinated a comprehensive annual plan for recruitment travel for professional staff.
- Planned over 300 individual high school visits and 100 college fairs for staff over a 10-week recruitment period.
- Completed survey requests for statistical data received by the Office of Admissions. Conducted surveys and other research to prepare appropriate reports.

- Tracked applications, acceptances, and enrollments from key high schools, states, and regions for travel planning. Administered all aspects of direct mail marketing activities utilizing the Student Search Service to annually track and evaluate responses to mailings.

July 2000 – February 2001

*Admissions Counselor*

Randolph-Macon College

August 1999 – May 2000

*Admissions Counselor*

Mary Washington College

### **Education**

#### ***Doctor of Education, Organizational Leadership—Higher Education concentration (March 2021)***

Abilene Christian University, Abilene, TX

Dissertation Title: *Noncognitive Attributes as a Measure for College Admission: Exploring the Relationship Between Cognitive and Noncognitive Factors in First-Year College Student Success (2021).*

<https://digitalcommons.acu.edu/etd/296>.

#### ***Master of Education, Administration, Supervision & Leadership (January 2005)***

University of Virginia, Charlottesville, VA

#### ***Bachelor of Arts, History (May 1999)***

Mary Washington College, Fredericksburg, VA

### **Professional Associations**

- National Association of College Admissions Counseling (NACAC)
- American Association of Collegiate Registrars and Admissions Officers (AACRAO), presented at the 2004 Annual Meeting
- Carolina Association of Collegiate Registrars and Admissions Officers (CACRAO), presented at 2008 Annual Meeting
- Southern Association of College Admissions Counseling (SACAC), Dry Run 2013 Faculty Member; presented at the 2014 Annual Meeting
- Southern Association of Collegiate Registrars and Admissions Officers (SACRAO), presented at the 2005, 2008, and 2012 Annual Meetings
- Collegiate Information & Visitor Services Association (CIVSA)

### **Service to the University**

- Presidential Search Advisory Committee, 2025
- Policy and Organizational Review Committee, July 2024 – present
- Associate Dean's Council, Coastal Carolina, August 2020 – present
- Provost's Leadership Group, Coastal Carolina University, July 2017 – present
- Provost Council, Coastal Carolina University, July 2014 – present
- Enrollment and Retention Committee, July 2019 – present
- University Leadership Group, July 2024 – January 2025
- Strategic Plan Task Force, 2022 – 2024
- Vice President for Diversity, Equity, and Inclusion Search Committee, Spring 2023

- Executive Council, Coastal Carolina University, July 2019 – June 2024
- SACSCOC 2022 Reaffirmation Team Standard 10: Educational Policies, Procedures, and Practices Co-Chair, Coastal Carolina University, 2018 – 2021
- 2016 – 2021 Strategic Plan, Taskforce 6: Financial Stability and Infrastructure, Coastal Carolina University
- Enrollment and Retention Task Force, Coastal Carolina University, 2008, 2014, 2015
- Faculty/Staff Grievance Committee, Coastal Carolina University, 2010 – 2011
- Academic Integrity Committee, Coastal Carolina University, Summer 2008

### **Awards**

- Distinguished New Professional for the Virginia Association of Collegiate Registrars and Admissions Officers (VACRAO), December 2003
- Elbert W. Ockerman State and Regional Professional Activity, AACRAO, April 2004
- Certificate of Achievement for Service, VACRAO, December 2007
- Certificate of Achievement for Service, SACRAO, February 2008
- Honorary Membership, VACRAO, December 2008
- Leaders in Training Certificate, Coastal Carolina University, December 2010
- Feel the Teal Service Excellence Program, Certificate of Achievement, Coastal Carolina University, February 2016
- South Carolina State Service Award, May 2019
- Staff Recognition Leadership Award, May 2025

### **Recent Presentations**

- “Navigating Staff Vacancies Without Losing Momentum, Morale, or Our Minds”. Bush, A., Craddock, A., Yakabouski, M. July 2023. Ruffalo Noel Levitz National Conference. Nashville, TN.
- “Is There a Secret Sauce? Common Themes in Achieving Enrolment Success”. Boffi, W., Craddock, A., Gingerich, J., Wick, J. July 2024. Ruffalo Noel Levitz National Conference. Dallas, TX.
- “Breaking Through the Noise”. Cooper, J.M., Craddock, A., Didyk, V. July 2024. Ruffalo Noel Levitz National Conference. Dallas, TX.
- “Strategic Parent Engagement Increases New Student Enrollment”. Craddock A., Marks, M., Sterneck. B. November 2024. CampusESP webinar.
- “Enrollment Advantage: Take Strategic Action Using Real Time Data”. Craddock, A., Hamilton, A. February 2025. MarketView Meet Up. Boca Raton, FL.
- “Crafting a Modern-Day Lead Generation”. Craddock, A. February 2025. EAB webinar.
- MarketView Insights. Craddock, A. April 2025.
- “Confusion to Clarity: Transforming Financial Aid Offers with Personalized Videos”. Craddock, A., Ferguson, M., Haley, B., Mikowski, T. May 2025. NACAC Industry Insights with Allied Pixel webinar.