

# Amelia Manning

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**C-level Executive and Transformational Leader** recognized for driving transformational change in large organizations. Expert at aligning strategy to execution, fostering mission-aligned growth, and managing complex, data-driven operations. Known for inspiring high-performing teams and promoting a culture of innovation and accountability, with a record of accomplishment of leveraging technology and data to enhance educational access and outcomes.

- Strategic Vision & Leadership
- Financial Management and Sustainability
- Organizational Transformation
- Data Driven Decision Making
- Mission Aligned Growth
- Stakeholder Engagement
- Board Relations and Governance
- Aligning Culture to Strategy
- Digital Transformation
- Partnership Building
- Employee Coaching
- Team Building & Leadership

## High-Impact Results

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**Established and delivered upon vision for growth:** Scaled online revenue from \$350M to over \$1.2B, increasing student enrollment from 85,000 to over 200,000. Strengthened marketing through building internal capabilities in brand, creative, SEO, and digital performance marketing. Unified admissions and advising teams, improving student support and persistence, while driving shared accountability across teams. Improved student success through building internal capabilities in predictive analytics, course design, and faculty development.

**Established clarity and alignment between university strategy and annual priorities, achieving 95% of goals in the first year.** Transformed the university's strategic vision into actionable annual priorities, successfully attaining 95% of targeted objectives within the inaugural year. This approach enhanced strategic clarity and fostered alignment across all levels of the institution.

**Drove culture of data driven decision making:** Built SNHU's reporting and analytics function, hiring a team of data analysts, data scientists, and data engineers to build the infrastructure, reporting layer, and forecasting SNHU uses to manage and enhance organizational performance, as well as to understand and address student needs.

**Delivered cost and operational efficiencies:** Generated \$10M in cost savings over five years by creating a shared services model, enhancing collaboration between divisions and reducing duplication. Streamlined operations by integrating marketing, data, and analytics functions, boosting lead generation and re-enrollment rates.

**Modernized technical stack to improve student experience:** Served as executive sponsor for LMS, CRM, and SIS implementations. Stepped in to operationally lead technology program (SIS) that was over-budget and significantly delayed. Implemented a detailed plan with a defined scope, enhanced project culture, and increased the accountability of the implementation partner. Realigned SOW and payment schedule, changed key resources, and fostered a close partnership with the vendor. Completed project on time with no further budget overruns. Also managed the transition of CRM and LMS systems to modern platforms, enabling data-driven decision-making and improving the student experience.

**Achieved "Great Colleges to Work For" recognition for 12 consecutive years.** Fostered a student focused culture with SNHU employees by mapping the student experience, addressing pain points, and celebrating team impacts. Implemented pulse tools improving engagement NPS 35%, reducing detractors 25%, enhancing diversity, & achieving a turnover rate of <4%.

## Professional Experience

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### Urban College of Boston

Vice Chair, Board of Trustees 2024 to present

Board Member, 2023 to 2024

### American College of Education

Board Member, January 2025 to present

### Southern New Hampshire University (SNHU)

Chief Operating Officer, 2017 to present

- Hold direct P&L responsibility for \$1.1B in revenue and \$660+M in expenses while managing over 3000 staff.
- As a member of Budget Council, achieved the board mandated 6-8% margin target.
- Develop and implement strategies to increase lead generation and new student enrollment, student persistence, retention, and graduation rates, student success, learning outcomes, and overall program health, and student satisfaction.
- Delivered strategic priorities aligned to our five-year strategic plan and rolling eight quarter planning process.
- Served as Executive sponsor on a \$130M ITS implementation of a new student information system.
- Served as Executive Sponsor to HUES (Humans Uniting Everyone in Solidarity), an Employee Resource Group focused on advancing DEI best practices in our SNHU employee community.

**EVP/COO College of Online and Continuing Education, 2014 to 2017**

- Managed 2000 employees through 8 direct reports with P&L responsibility for \$750M & \$390M in expenses.
- Crafted and instituted strategies to improve the student experience throughout their journey with SNHU.
- Developed both the revenue and expense budget for the online business, as well as led the development of the university budget in 2017.
- Established a partnership with Guild Education, bringing in over 50k new students, and over 200m in revenue since its start.
- Served as executive sponsor for the transition of the learning management system from Blackboard to Brightspace (D2L) and for the transition of the CRM system from Dynamics to Salesforce.

**VP Advising and Student Success, 2010 to 2014**

- Directed 550-member team and oversaw 80% of revenues for online business (\$350M), which came from continuing students.
- Delivered on metrics tied to student success, student persistence / retention, as well as student satisfaction.
- Designed and launched several new services for online students, including career services, disability services, online student clubs and organizations.
- Onboarded and developed employees, building promotional pathways for each team, enabling both career development and compensation growth over time.
- Led development of clearly aligned mission, vision, values, and behaviors within the online teams in support of SNHU's strategy and goals.

**Director of Advising, 2008 to 2010**

- Managed 250 member team through five direct reports while holding accountability for 80% of online revenue (\$100M) which came from continuing students.
- Improved student success, student persistence and retention, and enhanced student satisfaction.
- Established both advising model as well as hiring and management structures for the team.

- Established a data team responsible for enrollment and revenue forecasting, operational and management level reporting, and ad hoc analyses to inform decision making.
- Launched and managed external (outsourced) admission partner and built an internal transfer credit evaluation team.

#### **Coordinator of Advising, 2006 to 2008**

- Architected and implemented the advisement model for online and continuing education students.
- Consolidated and aligned all advising resources across online and continuing education centers into one team to support all learners.
- Reengineered the student services model in continuing education centers to cut cost while increasing student satisfaction and persistence.
- Managed an advising caseload of online students of 350, while also managing an advising team of 15.

## **Education**

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**Advanced Management Program**, Harvard Business School, November 2024

**Master of Arts, Counseling Education**, University of New Hampshire, 1998

**Bachelor of Arts, Psychology**, Minor in Gender Studies, Saint Michael's College, 1996

## **Awards & Presentations**

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**Elucian Live 2024 Presenter:** Executive Leadership Session, Digital Transformation in Higher Education

**D2L Webinar Presenter 2022:** The Future of Education Reimagined

**The Council of State Governments Eastern Region Conference Presenter 2022:** The Age of Transformation-Workforce Development and Education in a Post COVID Economy

**Combat Flag Presentation 2020**

Received as a recognition for my ongoing support of active national guard service members in the workforce

**Patriotic Employer Award 2017**

Presented by the Department of Defense's Employer Support of the Guard and Reserve for "contributing to national security and protecting liberty and freedom by supporting employee participation in America's National Guard and Reserve Force"

**Best Client Award 2008**

Presented by our partner, Education Sales Management, for my commitment to partnership and service excellence