

Staci Bernhard, MS

September 21, 2023

Dear University of Florida Recruitment Teams:

I am writing to express my strong enthusiasm for the Director of International Programs position at the Heavener School of Business within the Warrington College of Business at the University of Florida. With a robust background in international education management, strategic planning, and fostering academic excellence – specifically within a renowned College of Business – I am eager to bring my skills and experiences in elevating the study abroad opportunities and academic experiences for students to UF.

In my previous roles, I have successfully overseen international programs, developed strategic plans, and effectively managed budgets to ensure the vitality and expansion of study abroad initiatives. As the Assistant Director of Global Initiatives at Florida International University, I lead a team of dedicated professionals, overseeing daily operations, and providing training and development for international activities within the College of Business. My responsibilities have included meticulous management of departmental budgets, generating detailed reports, and projecting budgetary goals to ensure financial efficiency and transparency. I have also successfully coordinated and executed numerous international recruitment initiatives, resulting in a substantial increase in international applications and enrollments over the years.

Having managed the admission processing for both the College of Business and College of Engineering and Computing, I possess valuable expertise in evaluating diverse academic credentials and navigating intricate F-1 visa policies and procedures, including the issuance of I-20s. Additionally, my previous position as Manager of Global Recruitment & Operations allowed me to focus on enhancing the quality and quantity of international applicants for various graduate programs, resulting in a notable 300% increase in applications for the Spring 2022 intake and a total international enrollment of 13% for Fall 2021. This experience has honed my skills in managing a vast international recruitment agent network and developing key partnerships to align marketing and recruitment strategies with university goals.

My educational journey includes pursuing a Doctor of Education in Adult Education & Human Resource Development (expected 2025) along with relevant master's degrees, including a Master of Science in Global Strategic Communication (2020) and a Master of Science in Higher Education Administration (2015). Coupled with my proficiency in various software and databases, including Salesforce, PeopleSoft, and Microsoft Office Suite, these educational accomplishments equip me to navigate the technological landscape necessary for this role.

I am deeply aligned with the University of Florida's vision of academic excellence and global engagement. Having closely followed the university's outstanding achievements and accolades, particularly being recognized as the No. 1 public university in the country by The Wall Street Journal, I am inspired by the university's commitment to academic excellence and its dedication to providing students with enriching educational experiences. The Director of International Programs role is particularly appealing due to its pivotal role in shaping and managing undergraduate international study programs, aligning with my passion for global education and fostering cross-cultural understanding.

Thank you for considering my application. I am excited about the opportunity to leverage my experience and dedication to further enhance the university's international student recruitment, admission, and financial aid processes. I look forward to the possibility of contributing my skills and expertise to this esteemed institution.

Sincerely,

Staci D. Bernhard, MS

Staci Bernhard

Highly skilled strategic international enrollment management professional with 15+ years of experience. A proven track record of service excellence, prompt processing time, budget management, contract negotiation, and excellent interpersonal communication skills. Experience leading departments, improving processes and procedures, and highly skilled in training and development. Expert in advising, recruitment, and international partnership development.

Experience

2022 – PRESENT

Assistant Director, Global Initiatives/Florida International University, Miami, FL

- Directly supervise a team of 4 full-time staff and 6 part-time staff. Plan, execute, and oversee the daily operations of the Office of Global Initiatives. Hire and train new employees, ensuring thorough understanding of all university, local, state, and federal policies. Provide training and development for all international activities in the College of Business to a team of over 30.
- Manage departmental budget for three units totaling approximately \$1.0M. Generate monthly reports. Project long-term and short-term budgetary goals.
- Provide administrative oversight and strategic direction for the undergraduate dual degree program, graduate articulation program, visiting student program, study abroad programs, and graduate international recruitment within the College of Business.
- Manage the admission and enrollment processes for programs within both the College of Business and College of Engineering and Computing. Oversee all international credential evaluation, international student admission processing, and creation of I20s in the SUNAPSIS system through the point of DSO signature.
- Remain fully cross-trained in all processes for undergraduate and graduate recruitment, admission, and enrollment. Serve as one of two general recruiters for the College of Business maintaining a full knowledge base of program requirements, structures, and USPs. Consistently update knowledge on processes for admissions at the undergraduate and graduate level, including credential evaluation tactics, F-1 visa policies and creation processes, and all admissions offer processes.
- Develop a strategic recruitment plan to increase the quantity and quality of international applicants and enrollments in the College of Business for undergraduate dual degree, graduate articulation, and graduate direct entry programs. Continuously increased international applications for the graduate programs by a minimum of 50% per semester over a three-year period. Increased international enrollment at the graduate level by 58% in a three-year period.
- Write, negotiate, and execute contracts for a variety of programming. Work closely with institutional leadership, legal affairs, and academic affairs to ensure compliance and accuracy.
- Track program outcomes for undergraduate dual degree, graduate articulation, visiting student, summer, study abroad, and direct entry programs. Monitor enrollment targets. Establish tactics to ensure that the programs are successful.
- Develop strategies, partnerships, and programs to recruit high quality students for the undergraduate dual degree program, graduate articulation program, direct enrollment graduate programs, and visiting student programs. Develop partnerships to offer high quality third party study abroad offerings at the graduate and undergraduate level, including Cambridge University.
- Plan and execute on and off campus events, including pre-event and post-event logistics. Supervise

event staff, synchronize all support required for logistics including A/V, technical support, marketing, communications, and outside vendors. Provided copy for event flyers, banners, and outgoing communications.

- Manage global regional structure and oversee international agreements including, but not limited to, global recruitment, dual degree, exchange, study abroad, non-degree seeking inbound, summer programs, and memorandums of understanding.
- Work closely with various departments to resolve any student or contract concerns and remains in constant collaboration with departments such as International Admissions, FIU Global, International Student and Scholars Services, and the Office of Education Abroad.
- Collaborate with Marketing and Communication department for the development of collateral, website development, and various campaigns. Fully trained in College of Business processes and procedures for social media, maintaining social media accounts for the Office of Global Initiatives.
- Compile, review, and assess relevant data and metrics to guide the recruiting and admission processes. Analyze and interpret data to ensure goals are being met. Assesses market trends and remain current on international happenings. Identify ways to improve current practices and procedures. Identify markets for expansion and opportunities for growth.
- Represent the university at domestic and international events, both in person and fully online. Provide recruitment services for Study Abroad Programs and Dual Degree programs.
- Review and evaluate international credentials, providing background reports to admission team for decisions.
- Serve as Super User for ImageNow and Hobsons Radius.
- Committee member: FIU International Workgroup; FIU Healthcare MBA Scholarship; FIU Asia-Pacific Program Development; School of Hospitality Three Year Degree Pathway Committee

2020 – 2022

Manager, Global Recruitment & Operations/Florida International University, Miami, FL

- Manage a team of 4 direct reports.
- Developed a strategic recruitment plan to increase the quantity and quality of international applicants in the College of Business for MBA, Specialized Masters, and Doctor of Business Administration programs. Proven track record with application increases of 15% for the Fall 2021 accounting for a total international enrollment of 13% in the Fall 2021, and a 300% increase in applications for the Spring 2022 intake.
- Manage departmental budget of approximately \$60,000. Create and execute contracts. Process payments for services and contracts.
- Serve as primary point of contact for international partnership development. Manage a large international recruitment agent network of over 130 partners worldwide. Develop and maintain partnerships with institutions, third party recruitment services, and other key international stakeholders.
- Work closely with various departments to ensure that marketing and recruitment strategies align with university goals. Create marketing plans, research new opportunities for the College.
- Compile, review, and assess relevant data and metrics to guide the recruiting and admission processes. Analyze and interpret data to ensure goals are being met. Assesses market trends and remain current on international happenings. Identify ways to improve current practices and procedures. Identify markets for expansion and opportunities for growth.
- Explained various funding models for higher education, providing guidance on funding graduate programs.
- Represent the university at domestic and international events, both in person and fully online. Provide recruitment services for Study Abroad Programs and Dual Degree programs.
- Review and evaluate international credentials, conduct interviews, and refers files to the admission committee for final decision.
- Committee member: FIU International Workgroup; FIU Healthcare MBA Scholarship

2017 – PRESENT

Faculty/AACRAO, Washington, DC

- Create, guide, develop, and deliver curriculum for institutes, workshops, and other learning opportunities both in person and fully online. Serve as primary functional lead for workshop presentations. Regularly research and remain current in field to improve presentation materials.
- Manage workshop timing, ensure training team remains on task during presentations, and facilitate participant discussions during and after workshop presentations. Produce program deliverables. Experience presenting to large groups.
- Events facilitated include Summer Institute for International Admissions, Winter Institute for International Transfer Credit, and Intensive Foreign Credential Workshops both in person and hybrid-remote.

2016 – PRESENT

Instructor/Florida International University, Miami, FL

- Author a productive syllabus, lesson plans, assignments, and assessments. Create instructional content, lead discussions and classroom activities. Experience with instructional design and course instruction in Blackboard Learn LMS and Canvas LMS. Responsible for quality and efficacy of grade reports.
 - Provide direct classroom management and supervision. Serve as mentor to classroom aide and students during and after completion of course.
- COURSES TAUGHT:* SLS 1505, The First Year Experience; COM 3404, Nonverbal Communication; IDS 3336, Artistic Expression in a Global Society; SPC 2608, Public Speaking

2011 – 2020

Senior Manager, Admissions Officer III/Florida International University, Miami, FL

- Oversee graduate business recruitment through third party partners, and admission processing. Effectively establish new partnerships resulting in a 567% increase in international enrollment over a two-year period (2013-2015) via timely admission processing.
- Responsible for admissions decisions for students in MBA, Specialized Master, and Doctor of Business Administration programs. Work closely with faculty program managers and directors to effectively engage them in the recruitment and retention process.
- Advised students on financial aid, scholarship, and other funding opportunities. Explained various funding models for higher education. Assisted students with the FAFSA application process.
- Streamlined departmental processes through the creation of several electronic processes, including Admission Recommendation eForm, Admission Change Request Forms, and holistic admission scoring rubrics.
- Evaluated domestic and international academic credentials with a high level of scrutiny. Create profiles in SUNAPSIS system for I20 issuance. Manage issuance of I20s for assigned portfolio of programs. Serve as primary contact for international applicant questions regarding F1/J1 policies. Serve as liaison to Undergraduate Admissions, Graduate Admissions, and International Student and Scholar Services.
- Manage contracts and payments for recruitment services, fee waivers, and events.
- Planned and executed large-scale events including orientation for over 3,000 attendees twice per year, open house events for over 1,000 attendees three times per year, international open house events, celebratory dinners, and more. Sourced vendors, managed budget, supervised event support team, and planned all logistics.
- Hire, train, lead, supervise, and evaluate a team of 4 direct reports. Set clear goals for staff members and provide support in the achievement of these goals. Responsible for annual College of Business trainings on admission practices, procedures, and FERPA policies.
- Design and implements research projects on recruitment and enrollment. Create statistical reports, compile, analyze, interpret, and present data. Author SQL queries within PeopleSoft database system.
- Maintain role of record manager directly responsible for the integrity of the student information database, processes, and procedures which influence the data entered into the system. Manage

document imaging system and document disposal in accordance with local, state, and federal policies.

- Work effectively with various university departments to coordinate efforts.
- Committee member: FIU Healthcare MBA Scholarship; Financial Aid Final Appeals; International Recruitment Taskforce

Promoted from Admission Manager in 2014.

Promoted from Admission Evaluation to Admission Manager in 2012.

2009 – 2011

Admission & Registrar Officer/Florida International University, Miami, FL

- Support direct record management, enrollment coordination, and course registration. Maintained student academic records, degree audit, course enrollment.
- Create transfer credit equivalencies, apply courses to degree audits for transfer credit. Serve as a consultant with PeopleSoft PantherSoft development team in creation of Advising Report page released Spring 2011.
- Serve as Concierge Team Member, providing “one-stop” guidance on admission, registration, and financial aid. Managed the operations of the registrar office front desk.
- Provided training for new employees in the Undergraduate Admissions processing department, created and maintained student application profiles and answered student inquiries.

2006 – 2009

Enrollment Officer/Florida International University, Miami, FL

- Responsible for training new employees in the Undergraduate Admissions department. Maintained supervisory role for Enrollment Processing unit. Created training materials and developed training program to cover all departmental practices.
- Optimized and maintained email templates for prospective students. Created specialized computer programs to reduce processing time for large files. Developed organization processes for all data entry procedures.
- Create application profiles in PeopleSoft database. Manage application profiles, review for accuracy and errors, link application materials to account as necessary.

Professional Affiliations

The Association for International Credential Evaluation Professionals/2022 – Present

- Chair, Professional Development Committee, 2023-2024
- Chair-elect, Professional Development Committee, 2022-2023
- Professional Development Committee member, 2022 – present
- Webinar sub-committee member, 2023 – present
- Conference committee, 2023

American Association of Collegiate Registrars and Admissions Officers/2018 – Present

- Chair, International Admissions Committee, 2022 – present
- International Education Committee member, 2018 – present
- Hill Day Representative, State of Florida, 2021

2020 – 2021

Greater Miami Chamber of Commerce Leadership Miami, Cohort 42/2020-2021

- Served as Historian for Team 1, Educate One Dade.
- Created She Can Lead mentorship program for young women (middle school age to early college) interested in the STEM fields. Worked closely with organizations including Miami Ed Tech and CodeArt

Miami. Project has been adopted by Florida Atlantic University for future sustainability.

- Developed and hosted a STEaM virtual conference for women and minorities. Sourced speakers, sponsors, and attendees. Served as Moderator for one of four concurrent sessions.
- Secured funding to host event, create collateral for the mentorship program, and sponsor multiple attendees to STEM summer camps, 2021.

American Association of Adult and Continuing Education/2022 – Present

Business International Studies Network/2020 – Present

Global Business Schools Network/2020 – Present

Study Florida/2018 – Present

NAFSA: Association of International Educators/2018 – Present

Skills

Partnership development • Conflict Management • Public Speaking • Data analytics • Microsoft Office Suite • Event Management • Facilitation • Budget Management • Contract negotiation • PeopleSoft Database (Reporting, Campus Solutions, Human Resources, Financials) • NWRDC Legacy • International Credential Evaluation • Perceptive Content ImageNow • Salesforce • Spanish – proficient

Education

Florida International University, Miami, Florida

Doctor of Education in Adult Education & Human Resource Development (*Anticipated, 2025*)

Master of Science in Global Strategic Communication, 2020

Graduate Certificate in Conflict Resolution & Consensus Building, 2020

Master of Science in Higher Education Administration, 2015

Bachelor of Arts in Psychology, 2008

Awards

Florida International University

- Bellsouth Technology in Education Scholarship Recipient, 2022: *Competitive scholarship awarded to College of Education students who demonstrate a commitment to learning through technology.*
- FIU Graduate Need Grant Recipient, 2019, 2020: *Awarded to Florida International University graduate level students with documented financial need.*
- Florida Medallion Scholarship Recipient, 2004 - 2005: *Awarded to graduating high school seniors that have shown excellent academic achievement.*

American Association of Collegiate Registrars and Admissions Officers

- Connor Scholarship Recipient, 2018: *Competitive scholarship providing financial support to attend the AACRAO Annual Meeting.*

Presentations and Publications

Stroud, A. Christoph Brown, K., Bernhard, S., Goss, A.J., Bellin, W. (3 October, 2023). *Horribly Bizarre Credentials Doctor: Panel*. TAICEP Annual Conference, Redondo Beach, CA.

- Bernhard, S., Morawski, A., Adams, C., Hovhannisyan, A., Harutyunyan, G. (17 October, 2022). *Pre-Conference Workshop: The Impact of COVID and Crisis in Higher Education – Institutional Perspectives and the Way Forward*. TAICEP Annual Conference, Glasgow, UK.
- Bernhard, S., Morawski, A., Stroud, A. (4 April, 2022). *Lessons from 2020: How equitable and flexible admissions practices impact accessibility not only for displaced and vulnerable students, but for all students during emergencies*. AACRAO Annual Meeting, Portland, OR.
- Bernhard, S., Morawski, A., Stroud, A. (16 November, 2021). *How equitable and flexible admissions practices impact accessibility not only for displaced and vulnerable students, but for all students during emergencies*. AACRAO SEM, Aventura, FL.
- Bernhard, S., Scott, R., Wood, S. (2021, September). *Getting Started with Agent-Based Recruitment*. Study Florida, Online.
- Bernhard, S. (22 April, 2020). *Education in Transition: Providing Virtual Business Education*. NET24, Online.
- Bernhard, S., Gottlieb, M. (2019, November). *The International Recruitment Landscape: Adjusting Strategies in a Shifting Marketplace*. AACRAO SEM, Dallas, TX.
- Bernhard, S., Adams, C., Bell, J., Gustavson, S., Tooley, B. *Inclusive Admissions Policies for Displaced and Vulnerable Students: Chapter 4 – Institutional Perspectives*. AACRAO, 2019.
- Serve as section author and project manager for Institutional Perspectives section
- Bernhard, S., Andrade, V. (2019, April). *International Recruitment Agents: Friend or Foe?*. AACRAO Annual Meeting, Los Angeles, CA.
- Bernhard, S. (2018, October). *Aligning International Recruitment & Admissions*. IIE Peer and AACRAO Best Practices in Admitting Vulnerable and Displaced Student Populations to U.S. Campuses Workshop, New York, NY.
- Bernhard, S. (2018, June). *Building and Maintaining a Successful Agent Pipeline*. AACRAO Webinar Series, Online.
- Bernhard, S., Miller, K., Stroud, A. (2018, May). *Inclusion and Access to Higher Education for Displaced and Vulnerable Populations*. AACRAO Webinar Series, Online.
- Bernhard, S., Miller, K., Stroud, A. (2018, April). *Inclusion and Access to Higher Education for Displaced and Vulnerable Populations, Part 1 and 2*. AACRAO Annual Meeting, Orlando, FL.
- Bernhard, S., Koenig, A., Spark, E. (2018, April). *International Issues: AACRAO International Activities on Bologna-Compliant Three-Year Degrees*. NAGAP Annual Conference, New Orleans, LA.