

ALICIA BROOKE MINER

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~ A creative thought leader with a strong customer and business focus offering innovative solutions to complex problems in changing organizations. ~

Personable, analytical, and solution oriented offering broad experience providing excellence in leadership and business development. Superior project and time management, implementation, follow-up, negotiation, and consensus-building skills. Proven ability to investigate and resolve highly complex problems through meaningful solutions.

AREAS OF EXCELLENCE

- Talent, Leadership, & Organizational Development
- Building & Managing Diverse Relationships
- Spearheading Complex Projects, Initiatives & Rollouts
- Developing & measuring customer service models
- Maximizing Operational Efficiency & Minimizing Costs
- Data analysis & Process Improvement
- Dealing with Difficult Situations & Ambiguity
- Career Services & Brand Management

CAREER HIGHLIGHTS

- **Leading organizational implementation, operationalizing, and training rollout** of education to careers initiative targeting internal staff and external student and employer audiences
- **Development of comprehensive career progression model** that includes structured compensation model, performance management, and employee development programs to create skill development and growth opportunities for 10k plus employees while creating higher skilled staff to support enrollment, retention, and graduation of students
- **Development of reporting and ROI success measures** of multiple initiatives to aid in measuring results, process improvements, and maintaining continuous buy-in and executive sponsorship through organizational change
- **Creation of compelling messaging and story to lead mass organizational culture and process changes** in compensation practices, performance management, and employee engagement efforts

PROFESSIONAL EXPERIENCE

Apollo Education Group-University of Phoenix, Phoenix, AZ

March 2013–March 2016

VICE PRESIDENT OF STRATEGIC OPERATIONS AND IMPLEMENTATION

Responsible for driving end-to-end execution and oversight of Education to Careers initiative resulting in a reverse engineering of the enrollment and student advisement process aligning careers goals to the right education, skill development, job search and gainful employment for students. Creation of processes and services creating talent solutions for employer hiring needs. Leading organizational implementation, operationalizing, and training rollout of initiative, products, and services. Analyze areas of growth, profit, and opportunity for the organization. Work with Sr. Executive leadership to achieve budgeted objectives and ensure business compliance with state and accreditation regulations relating to candidate job placement efforts.

- **Leading organizational implementation, operationalizing, and training rollout** of education to careers initiative. Creating and delivering training for student supporting roles to provide more individualized career relevant enrollment and retention advisement.
- **Leading and designing revamping of career advisement team**, resulting in creation of new talent profile, job expectations, and forecasting staffing formula to align business results and productivity to a strategic workforce plan. Redesign of career coaching customer service and compensation model resulting in a cost savings of \$1.5 million over 12 months and ability to provide higher quality coaching services with less people.

Leading career advisement and implementation team of 3 directors, 4 managers, and 70 talent agents comprised of both full time and contract employees in both in person and virtual work environment.

- **Creation of ROI success measures**, enrollment and retention impacts, quality service and NPS measurement process, career advisement employee development plans, scoping of technology support needs, and integration plan creating the alignment of career advisement roles with all other student supporting roles and processes in the business
- **Leading partnering employer engagement and talent acquisition efforts** to identify hiring needs of 200+ employer partners to target the AEG alumni and active student base of 1 million+ students and alumni. Diagnosing needs through consultative approach and creating comprehensive solutions to reduce time and cost to hire while increasing quality of candidate

Apollo Education Group-University of Phoenix, Phoenix, AZ

August 2012–March 2013

EXECUTIVE DIRECTOR OF CENTRAL BUSINESS OPERATIONS

Driving overall Education to Careers Initiative through the tracking of strategic initiatives, monitoring progress towards meeting goals, analyzing data, ensuring follow-through, and sustaining momentum needed to drive results. Creating and operating a reporting system allowing for timely flow of necessary data from all relevant departments and direct reports. Development of process for capturing, cataloging, analyzing and disseminating key lessons to be learned from initiatives and recommendations for new ideas and solutions. Prioritizing plans for addressing issues that are impacting progress towards initiative benchmarks.

Communicating to key internal and external stakeholders on current and future state of initiative while gaining support and partnerships.

- **Leading organizational implementation, operationalizing, and training rollout** of education to careers initiative impacting internal and external audiences through creation and deployment of organizational communication and training plans associated with initiative implementation
- **Alignment of multiple cross functional work streams** and all levels of the organization to ensure end to end results consistent with overarching strategy

Apollo Education Group, Phoenix, AZ

May 2011– August 2012

SENIOR DIRECTOR OF TALENT AND STRATEGY, HUMAN RESOURCES

Responsible for leading the design, development, and implementation of a large scale hiring and career progression model for over 10k employees in individual contributor through Sr. director level roles. Ensuring a disciplined and strategic career development talent solution focused on providing diverse learning and development experiences at each stage of a person's career. Ensuring system that accelerates high-potential talent, creating a consistent leadership pipeline, and developing best in class customer focused candidates through identified criteria, training/education requirements, skill demonstration requirements, and skill/competency based assessments. Continuous assessment of current and future staffing and development needs to enhance people, processes, and performance that enable the organization to achieve its business priorities and maintain its competitive advantage.

- **Lead team of 7 talent and strategy leaders** that interviewed and assessed over 3k candidates, hiring 800+
- **Development of comprehensive and large scale hiring and career progression model** creating skill development and growth opportunities for 10k plus employees. Creation of consistent internal hiring and promotion practices to select top talent through identified criteria, training requirements, skill demonstration requirements, and assessments
- **Creation and deployment of organizational communication and rollout plans** through 4 week traveling roadshow consisting of leading full day presentations, training, and seminars for employee through executive leadership levels at campus locations nationwide. Creation of compelling messaging to lead a mass organizational culture change of compensation practices, performance management, and employee engagement. Leading speaking and communication efforts for all audiences including but not limited to executive leadership, Higher Learning Commission, and Dept. of Education audiences as related to initiative.
- **Development of reporting and success measures** to aid in measuring hiring and performance results, reducing time to fill, improving processes, and maintaining continuous buy-in and executive sponsorship through organizational change
- **Creation of organizational compensation model** including elements of performance management and employee development, from inception to rollout completion within 12 month period

University of Phoenix, Phoenix, AZ

July 2008– May 2011

SENIOR DIRECTOR OF FINANCE- CAMPUS AND BUSINESS OPERATIONS

Managed divisional accounts receivable portfolio of over \$10 million. Managed financial aid and credit and collection processes and policies to ensure compliance with company objectives and state and federal regulations. Compiled, prepared and analyzed monthly reports in support of accounting practices and Title IV funding. Responsible for process and performance improvements in all aspects of the financial services processes and student customer experience. Ensuring optimal customer service, appropriate staffing, and accountability during high business growth month after month

- **Provided direction, leadership, and accountability** of 4 Directors, 13 managers, and 113 staff members, to maximize employee development, accountability, and organizational performance
- **Participated in development of Apollo Business Continuity Plan** as related to financial services processes
- **Lead workforce talent planning and hiring** for continuous growth and/or attrition expectations of finance region ensuring real time role fills with minimal impact to the business

ADDITIONAL WORK EXPERIENCE

Apollo Group-University of Phoenix, Phoenix, AZ

DIRECTOR OF FINANCE

2007-2008

FINANCIAL SERVICES MANAGER

2003-2007

FINANCIAL INTAKE SPECIALIST

2003-2003

Honeywell - Global Business Services/Global Credit & Treasury Services, Tempe, AZ

PURCHASING CARD PROGRAM ADMINISTRATOR-A/P

2002-2003

CASH APPLICATION ANALYST- A/R

1998-2002

EDUCATION, AFFILIATIONS & CONTINUING DEVELOPMENT COURSEWORK

University of Phoenix, Phoenix, AZ

Six Sigma-Greenbelt Training and Project Completion

BACHELOR OF SCIENCE (BSB/EB)

HONEYWELL, 2003

Other Areas of Skill: Project Management, Behavioral Based Interviewing, Change Management & Organizational Development, Situational Leadership Skills, EQ-Emotional Intelligence, Customer Service and NPS, Competency based management, Assessment based hiring and skill assessment. Process Improvement,