

# Paula E. Lam

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540-421-7033

Ms. Kaitlyn Gilkeson, Clerk  
Rockingham County School Board  
100 Mt. Clinton Pike  
Harrisonburg, VA 22802

Dear Ms. Gilkeson,

I am attaching my resume for your review in anticipation of serving on the School Board for Rockingham County Public Schools (RCPS) in District 5. It has been my pleasure to serve as a volunteer in many roles that have advanced the education of students within RCPS and created community within our schools.

Our four children have attended RCPS schools. Over the past 20 years, I have built strong relationships with teachers and administrators, served in many roles inside and outside of the classroom, and contributed financially so that all students may succeed. In my church, I have been an active member, volunteering in children's ministry and serving as the Chair of the Hospitality Committee. In my community, I have hosted annual events for families to build quality relationships through fun experiences that focus on creating lasting memories for all.

I have led many professional committees, directed large events, and successfully managed a small business. These leadership experiences have proven my ability to work together towards a shared vision and create an environment where my constituents know that together we thrive by constructively resolving current issues. My leadership goals are to empathically listen to understand, treat others with unconditional positive regard, and be trustworthy in all my interactions.

As you will see in my attached resume, I have extensive experience in advising students, human resources, financial management, facility operations and maintenance, and proficiency in Commonwealth of Virginia policies and procedures. I am committed to the success of our students, which will enable our community to thrive. It would be my honor to serve as the District 5 School Board Member.

Sincerely,

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## Professional Summary

- A knowledgeable and experienced administration and finance specialist with 20 years of experience in higher education at James Madison University, managing an annual operating budget of over \$7.6 million and over 490,000 square footage of facility space.
- An experienced leader that excels at building relationships with faculty, staff, and students.
- A community member engaged in the lives of others through advising student organizations, nonprofit volunteering, community development, and civic engagement.
- Small business owner of a successful event venue.

## Work Experience

**James Madison University, Harrisonburg, VA**

***Associate Director of Facilities and Event Services, Student Life***  
***November 2022 – Present***

- Develop, manage, and attain funding for The Union, Student Success Center, and Festival Conference and Student Center.
- Oversee daily operations and strategically plan maintenance of facilities while budgeting for the replacement of fixed assets on a rotating basis.
- Lead internal human resources functions according to university policies and procedures, including job posting, creating search committees, new hire paperwork, evaluation, disciplinary action, termination, emeritus status, and celebration of achievements.
- Advise the director on financial, administrative, and personnel matters, ensuring the proposed solutions meet departmental and division goals and objectives.
- Direct and indirect supervision of 7 full-time staff members and over 70 student staff members.
- Forecast and predict funding requests that strengthen the infrastructure of the department.
- Prioritize responsibilities ensuring deadlines are met in a timely fashion.
- Manage tactfully several departmental reorganizations that required the highest level of professionalism and confidentiality while being flexible with the evolving restructuring.

***Associate Director for Finance, University Unions***  
*June 2005 – November 2022*

- Developed, planned, and managed \$7.6 million operating budget in over 45 cost centers within University Unions, Student Life, and the Dean of Students that crossed multiple funding sources (Auxiliary, E&G, Local, Revenue, Foundation, Clearing).
- Supervised 3 staff members and advised 10 student treasurers.
- Communicated information regarding university policies, timelines, and other necessary financial information to staff and students effectively and timely.
- Analyzed multiple sources of information and created reports that were clearly understood by staff and students alike using Microsoft Excel pivot functions.
- Served as a financial expert to ensure that all fiscal operations were compliant with the Commonwealth's financial procedures manual.
- Increased staff efficiency by collaborating with IT to automate the UDAP, Cash Handling process, and Request for Funds application.
- Developed relationships across campus advocating for student funding requests, diverse programs and services while representing the Unions.
- Assessed programs and services ensuring the appropriate use of department funds.
- Collaborated with faculty from various academic areas, administration and finance areas, and external customers to transform the Conference Services program into a thriving business operation by removing unnecessary expenses, increasing rates based on market research, and using software that streamlined processes that reduced payroll costs.

***Fiscal Technician, University Program Board***  
*August 2003 – June 2005*

- Provided financial support to the front-end budgeted student groups.
- Collaborated with IT to automate the Accounts Payable process.
- Composed a written manual with all the pertinent information for student treasurers to understand policies and comply with the Commonwealth's financial procedures manual.

**MetLife, Fredericksburg, VA**

***Financial Services Representative***  
*January 2000 – June 2002*

- Built relationships with clients by advising them on the benefits of various products designed to provide long-term benefits.
- Used product expertise and financial analysis to customize a strategic investment plan for individuals and businesses.
- Networked effectively to successfully build a large client base.
- Achieved Rookie of the Year Award and the Triple Crown Award for exceeding the sales goals in three different product areas.

## **Entrepreneurial Experience**

### ***The Serenity Inn & Events, Elkton, VA***

*October 2016 – Present*

- Develop a solid business plan securing funding to purchase wedding and event venue.
- Increase revenue by 150% during the global pandemic by developing relationships with large corporations that hosted physically distanced meetings on property.
- Solidified relationships with key business partners to achieve long-term financial stability.
- Effectively market services through social media, website promotions, and search engine optimization (SEO).
- Generate revenue while providing excellent customer service to all customers. Currently rated 5 out of 5 on Google.

### ***Contracting Services Group, McGaheysville, VA***

*June 2009 – November 2019*

- Earned and maintained a Class A Contractors license.
- Networked within the industry to develop relationships and opportunities with high-profile clients within the U.S. Federal Government.
- Assume responsibility for human resources, financial management, contract negotiation, oral and written correspondence, and cyber security.

## **Education**

M.Ed. College Student Personnel Administration, James Madison University, 2014 – 2016

B.S. Management and Organizational Development, Eastern Mennonite University, 2012 – 2014

## **Service**

### ***James Madison University Service***

- Member, IMPACT3, 2021-2022
- Chair, Student Employee Appreciation Committee, 2015 – Present
- Chair, Retreat Committee, University Unions, 2005 – 2021
- Advisor, SGA Finance Committee, 2005 – 2021
- Member, Weeks of Welcome Committee, 2019 – 2021
- Student Affairs Liaison to the JMU Foundation, 2017 - 2019
- Chair, Madison Union Open House Committee, 2015
- Member, ACUI Regional Conference Planning Team, 2010
- Numerous hiring committees

### ***Community Service and Organizational Membership***

- Member, Jamestowne Society, 2023 - Present
- President, Spotswood High School PTSA, 2022 – Present
- Member, RCPS Community Dialogue Group, 2022 - Present
- Vice President, Spotswood High School Boosters, 2021 – Present
- Member, Rockingham Educational Foundation, Inc., 2018 – Present
- Member, Association of College Unions International, 2005 - Present
- Member, Membership Committee, Spotswood Country Club, 2017 - 2018
- Chair, Hospitality Committee, Covenant Presbyterian Church, 2013 – 2015
- Vice President of Membership, Cub Run Elementary School PTA, 2010 – 2012

### ***Awards and Recognition***

- Spotswood High School, Outstanding Volunteer – 2022
- Employee of the Month, JMU, University Unions – 2014
- Triple Crown Award, Met Life Financial Services – 2001
- Rookie of the Year, Met Life Financial Services – 2001

### **Guest Lecturer**

- Budget Management; Supervision and Administration of Student Services (PSYC651) 2016 – Present
- Creating Excellent Organizations; Budget Management for Student Organizations 2005 – 2021
- Event Management; Hart School for Hospitality, Sport and Recreation Management - 2019
- Money Basics; The Female Institute, Center for Multicultural Student Services - 2016

### **Key Skills**

- Fiscal management
- Foster collaborative relationships
- Facility administration
- Analyze data
- Financial reporting
- Strong oral and written communicator
- Event planning
- Project and program management

### **Technology Expertise**

- Microsoft – Excel, Word, Outlook, Teams, Access, PowerPoint, OneNote
- Windows and Mac OS
- AiM Facilities Management
- Finance – PeopleSoft, BOA Works, eVA, Chrome River
- Human Resources – PeopleSoft, Joblink
- Student Administration System
- Graphic Design – Adobe Creative Cloud, Canva
- Web Design – Cascade, Weebly