

Ann-Marie Waterman, Ph.D., MBA

Executive Biography

Ann-Marie Waterman, Ph.D., is a senior higher education executive with more than three decades of progressive leadership experience across public and private institutions, including Historically Black Colleges and Universities. For decades, she has served in executive roles responsible for enterprise operations, fiscal stewardship, enrollment strategy, and institutional governance. Her leadership portfolio reflects accountability for whole-of-institution performance, risk management, and strategic execution aligned with governing board expectations.

Dr. Waterman currently serves as Chief of Staff to the President at Coppin State University, a public HBCU within the University System of Maryland. In this role, she functions as the President's chief strategic advisor and enterprise integrator, aligning cabinet execution with Board of Regents priorities, state policy frameworks, and institutional performance metrics. She oversees presidential operations and provides leadership coordination across planning and assessment, communications, Title IX, and executive administration. She ensures disciplined implementation of presidential initiatives and provides counsel on governance, regulatory compliance, and institutional risk exposure.

Previously, Dr. Waterman served as Associate Dean for Administration at Howard University School of Law, where she was the chief fiscal and operations officer for a professional school with a \$15 million operating budget. She led long-range financial planning, strengthened internal controls, ensured compliance integrity, and maintained balanced budgets across seven consecutive fiscal cycles. During the COVID-19 crisis, she directed comprehensive continuity planning and operational redesign to safeguard academic delivery, regulatory compliance, and institutional stability.

Her executive experience also includes service as Associate Vice President for Student Affairs and Enrollment Management at the University of the District of Columbia, where she oversaw recruitment, admissions, and financial aid operations across the two- and four-year campuses. She managed multi-million-dollar operating budgets and significant financial aid portfolios while presenting regularly to publicly televised Board meetings. Her leadership included restoring financial aid system integrity in partnership with the U.S. Department of Education following a major system disruption.

Throughout her career, Dr. Waterman has demonstrated disciplined stewardship of operating and scholarship portfolios exceeding tens of millions of dollars, strengthened enrollment performance through data-informed strategy, modernized administrative infrastructure, and led organizational redesign efforts during periods of fiscal constraint and institutional transition. She is widely recognized for aligning mission, margin, and measurable outcomes while advancing academic quality and student success.

A Fulbright Specialist in Higher Education Leadership and Administration and an inaugural fellow of the HBCU Executive Leadership Institute, Dr. Waterman remains deeply engaged in national conversations on governance, financial sustainability, and equity in higher education. She has served as a peer accreditation evaluator for the Middle States Commission on Higher Education and as a panelist at national conferences addressing leadership, justice, and global higher education issues.

Dr. Waterman holds a Bachelor of Arts in History, a Master of Arts in Organizational Communications, a Master of Business Administration, and a Doctor of Philosophy in Higher Education Leadership and Policy Studies, all from Howard University.