**Lee Duncan**  
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**Hiring Manager**  
Earnest

**Dear Hiring Manager,**

I am excited to apply for the **Vice President of Data & Analytics** role at Earnest. With 20 years of experience leading data science, analytics, and AI initiatives, I have a deep passion for leveraging **data-driven strategies to optimize business performance, drive customer insights, and enhance financial decision-making**. Earnest’s mission to **make higher education accessible and affordable** resonates deeply with me, and I’m eager to bring my expertise to help advance this mission.

Throughout my career, I have successfully built and scaled high-performing **data science, machine learning, and analytics teams**, delivering measurable impact in complex, data-intensive environments. At AT&T, I led AI-driven initiatives that optimized pricing strategies, customer engagement, and operational efficiencies—generating **hundreds of millions in business value**. I have extensive experience in **building scalable data platforms, predictive modeling, machine learning, and data governance frameworks** to ensure data integrity and accessibility for decision-making. Additionally, my expertise in **dynamic pricing models, customer lifetime value analysis, and retention strategies** aligns directly with Earnest’s focus on **empowering students through financial support and personalized solutions**.

Beyond technical execution, I excel in **cross-functional leadership, stakeholder engagement, and executive communication**, ensuring that **data insights translate into actionable strategies that drive business growth**. I am eager to bring my **strategic vision, leadership, and hands-on expertise** to Earnest, where I can help shape a world-class data organization that enables smarter financial solutions for students.

I welcome the opportunity to discuss how my experience and leadership can contribute to Earnest’s continued success. Thank you for your time and consideration—I look forward to the possibility of joining your team.

**Sincerely,**  
Lee Duncan