

## EDUCATION

### **Ph.D., American Literature**

Florida State University, Tallahassee, Florida

### **M.A., British Literature**

Florida Atlantic University, Boca Raton, Florida

### **B.A., English; Minor in Social Studies**

Florida Atlantic University, Boca Raton, Florida

## SUMMARY OF QUALIFICATIONS

- Over 25 years of comprehensive experience in higher education administration related to enrollment management.
- Over 22 years of direct enrollment management experience.
- Solid knowledge of the strategic enrollment management best practices for academic affairs, enrollment management and student success.
- Commitment to the role of enrollment management in higher education.
- Able to work supportively and collaboratively with faculty, staff, and administrators.
- Experienced in budgetary work including planning and appropriate allocation of budgets over \$100 million dollars inclusive of financial aid.
- Strict adherence to a student-centered philosophy that student services development plays an instrumental role in college education.
- A recognized speaker on marketing and the integration of student enrollment and retention issues within a public university setting.
- A record of strategic leadership at the Rutgers University—Camden leading to two consecutive years of record enrollments.
- Experience creating financial aid models to drive enrollment growth.
  - Created Rutgers University—Camden’s nationally recognized *Bridging the Gap* program to help working class families in New Jersey gain access to a Rutgers education.
- Excellent written and oral communication skills as well as in-depth experience in writing.
- A recognized author on strategic enrollment management.
- Recent book: *Managing Academic Space*.
- Extensive experience with information technology.
  - Implemented a new student information system *Banner*.
  - Implemented PeopleSoft’s HR and finance systems.

## PROFESSIONAL WORK EXPERIENCE

### RUTGERS UNIVERSITY--CAMDEN

#### POSITIONS HELD AT RUTGERS UNIVERSITY--CAMDEN

- **Vice Chancellor for Enrollment Management (2016-present)**
- **Associate Vice Chancellor for Enrollment Management (April 2015-2016)**

Rutgers University—Camden is a regionally focused research institution with a global outlook. As the research campus of Rutgers University of South Jersey, Rutgers University—Camden delivers the academic excellence and access to students of the greater Delaware Valley. Rutgers University—Camden was ranked #14 in the nation among master-

level institutions by the *Washington Monthly* and #4 in social mobility among master-level institutions. Rutgers University—Camden has a strong track record of access and academic excellence.

**Roles and Responsibilities:** The Vice Chancellor for Enrollment Management oversees a variety of enrollment related offices reporting to the Provost. The Vice Chancellor directly oversees the offices of the Campus Welcome Center, Enrollment Management Communications and Marketing, Enrollment Technical Services, Institutional Research and Business Intelligences, International Admissions, Office of Student Financial Aid, Registrar's Office, Student Services Center (One-Stop-Shop), Student Services Contact Center, Undergraduate and Graduate Admissions. The Vice Chancellor also assists the Provost in researching and reporting efforts, civic engagement, experiential learning and fostering undergraduate research. For another priority, the Vice Chancellor assists the Provost in leading efforts aimed at enhancing student academic success and degree completion. Currently the Vice Chancellor has 8 direct reports. The total Enrollment Management budget approximates just over \$100 million (including financial aid). Additional duties and expectations include:

- Providing administrative leadership for all enrollment components of the University and guiding all related programs in accordance with Rutgers University—Camden's access and excellence mission.
- Supporting implementation of the University's core values and helping to maintain a positive climate within and among enrollment, academic affairs, and academic units.
- Demonstrating appropriate responsiveness to the needs and concerns of students, faculty, and staff.
- Representing the University to appropriate external groups and individuals, including national entities.
- Representing and advocating for Rutgers University—Camden within Rutgers University and broader to New Jersey legislative officials.
- Assisting the Provost in the day-to-day operations of Academic Affairs related to working cooperatively the institution's deans on recruitment efforts within a Responsibility Centered Management (RCM) environment.
- Enhancing the University's constituent recourse management (CRM) system.
- Serving on the University committee for the procurement of a new Enterprise Resource Planning (ERP) system.

**Select Accomplishments:**

- **Enrollment Related Accomplishments**
  - Increased new undergraduate student enrollments (first-year) and total undergraduate enrollment over the last 2 plus years, with Fall 2018's entering class of freshmen and overall undergraduate enrollment records.
    - New undergraduate enrollment has increased, over the last 4 academic years, by 123%.
      - African American first-year enrollment has increased by over 150%.
      - Asian/Pacific Islander first-year enrollment has increased by 74%.
      - Hispanic first-year enrollment has increased by 130%.
      - First generation, first-year enrollment has increased 75%.
  - Rutgers University—Camden also crested the 7,300-student mark for the first time in its nearly 100-year history for a record enrollment.
  - Creation of enrollment-based net-tuition revenue models.
  - Completed a detailed econometric study on potential new graduate programs, certificates, etc.
  - Creation of enrollment-based net-tuition revenue models.
  - Aided in the creation of a financial aid leveraging study for Rutgers University's Law School: a study the led to an increase in net tuition revenue and the enrollment growth of the L1 class in Fall 2018 by over 20%.
- **Student Recruitment Related Accomplishments**

- Created a nationally recognized and copied financial aid grant program called *Bridging the Gap*.
  - Met and exceeded all enrollment goals and net-tuition revenue.
  - Created a new merit-based scholarship program.
  - Oversaw the creation of and opening of the campus's first *Welcome Center*.
  - Worked on creating econometric-based financial aid merit program at the undergraduate level leading to additional enrollment growth by 26% new first-year enrollments.
    - Currently working on an econometric study for graduate programs.
  - Aided the Law School with creating a process driven outreach effort and a financial model.
  - Implemented territorial management.
  - Enhanced a campus-wide visitation program.
    - Implemented on-line registration for visiting parents and prospective students.
  - Implemented first virtual campus tour.
  - Enhanced undergraduate outreach efforts via various geofencing efforts based on data driven markets.
  - Assisted in the implementation of Education Advisory Boards (EAB) *Student Success Collaborative (SSC)* tool to aid in retention efforts.
- **Student Services Related Accomplishments**
    - Created Rutgers University's first student Contact Center for outgoing and incoming calls, emails, text messaging, etc., for the offices of Admissions, Financial Aid, Student Accounting and Registrar offices.
    - Chaired the IT committee looking at how to better organize IT to serve students, faculty and staff needs.
    - Opened Rutgers University's first one-stop-shop student services center.
    - Created Rutgers University's first Contact Center.
    - Chaired the search for a new Vice Chancellor for Student Academic Success.
    - Overseeing the planning for a Military Student Services Center.
    - Rolled out "Block Scheduling" to the campus community to aid in the better scheduling of courses for faculty and students to aid with enrollment growth.
    - Overseeing the roll out of a degree auditing system for Rutgers University—Camden.

## THE UNIVERSITY OF TEXAS AT EL PASO (2007-2015)

### POSITIONS HELD AT THE UNIVERSITY OF TEXAS AT EL PASO (UTEP):

- **Associate Vice President for Academic Affairs and Enrollment Management, Academic Affairs Division (2013-2015)**
- **Associate Vice President for Academic Affairs and Student Solutions and Outcomes (2011-2013)**
- **Associate Provost for Enrollment Services (2008-2011)**
- **Associate Vice Provost for Enrollment Management (2007-2008)**

The above positions reflect increased responsibility within Academic Affairs: responsibilities grounded in enrollment management at one of the nation's leading minority-serving institutions and a model for blending broad access and excellence.

Roles and Responsibilities: As the Associate Vice President for Academic Affairs and Enrollment Management Solutions oversaw numerous enrollment related offices and assisted with the management of academic affairs. As such, the AVP directly oversaw the offices of Academic Services Contact Center, Admissions and Recruitment, Enrollment Services Communications and Marketing, Enrollment Technical Services, Enrollment Services Center (One-Stop-Shop), New Student Orientation, Office of Student Financial Aid, Office for Student Testing and Assessment, and University Registrar.

### Select Accomplishments:

- **Enrollment Related Accomplishments**
  - Increased new undergraduate student enrollments (freshmen and transfer) by a combined 44% increase over 6 academic years, with Fall 2013's entering class of both freshmen and transfers being institutional enrollment records.
    - Freshmen enrollment increased by 42%.
    - Transfer enrollment increased by 45%.
  - Overall enrollment increased by 20%.
- **Student Recruitment Related Accomplishments**
  - Implemented territorial management for UTEP's recruitment efforts.
  - Created a successful campus-wide visitation program called *Orange and Blue Day*.
  - Implemented on-line orientation registration.
  - Implemented UTEP's first virtual Campus Tour using *YouVisit*.
  - Implemented UTEP's first constituent relationship management (CRM) system, Hobsons *EMT Connect and Retain*.
  - Implemented UTEP's first virtual orientation program using Hobsons *EMT Connect*.
  - Created a parent and military orientation program.
- **Student Services Related Accomplishments**
  - Created UTEP's first student contact center for outgoing and incoming calls, emails, text messaging, etc., for Academic, Student, and Business Affairs.
  - Implemented UTEP's degree audit system "Curriculum, Advising and Program Planning" (*CAPP*).
  - Created a Military Student Services Center pulling all enrollment services related to military service men, women and their dependents into a one-stop-shop model.

- Implemented UTEP's Federal Title V grant to integrate UTEP's and El Paso Community Colleges' Banner student information systems via a shared portal for students to view their admissions status, registration, scholarships, and financial aid awards.
- Implemented *Faculty Web Services* in the Banner student information system.
- Implemented *Ad Astra's Platinum Analytics* for scheduling academic space.
- Implemented the campus-wide system to track faculty activity called *Activity Insights*.
- Moved the university catalog on-line via *CourseLeaf*.
- Implemented *Marching Orders* for UTEP's commencement program to automate on-line RSVP, check-in, and head-counts.

## **FERRIS STATE UNIVERSITY (1998-2007)**

### **POSITIONS HELD AT FERRIS STATE UNIVERSITY:**

- **Interim Assistant Vice President of Student Affairs & Dean of Enrollment Services (2006-2007)**
- **Associate Dean of Enrollment Services (2000-2006)**
- **Interim Director of Admissions and Registrar (1999-2000)**
- **University Registrar (1998-1999)**

Ferris State University is a teaching center institution focusing on applied learning.

Roles and Responsibilities: The interim Assistant Vice President of Student Affairs & Dean of Enrollment Services oversaw numerous enrollment related offices and assisted with the management of student affairs. As such, the AVP directly oversaw the offices of Academic Contact Center, Admissions and Recruitment (undergraduate and graduate), Career Services, Enrollment Services Communications and Marketing, Enrollment Technical Services, Enrollment Services Center (One-Stop-Shop), International Programs, New Student Orientation, Office of Student Financial Aid, Office for Student Testing and Assessment, University Registrar, Veteran Student Services. The AVP also assisted the Vice President for Student Affairs in overseeing health and wellness programs. For another priority, the AVP assisted the Vice President in leading efforts aimed at enhancing student academic success, retention and degree completion. The total Enrollment Management budget approximated \$120 million (including financial aid).

### **Select Accomplishments:**

- **Enrollment Related Accomplishments**
  - Increased overall student enrollments, over 8 years, by 62% leading to record enrollment.
  - Created the University's first truly data-and outcomes-driven enrollment management plan.
  - Effectively used a host of technology solutions to improve outreach, marketing, and communications.
  - Published many articles and books on Ferris' enrollment successes and strategic planning.
- **Student Recruitment Related Accomplishments**
  - Implemented territorial management for Ferris' recruitment efforts.
  - Created a successful campus-wide visitation program called "Dawg Days."
  - Implemented on-line orientation registration.
  - Implemented Ferris' first constituent relationship management (CRM) system, Hobsons *EMT Connect* and *Retain*.
  - Implemented Ferris' first virtual orientation program using Hobsons *EMT Connect*.
- **Student Services Related Accomplishments**

- Oversaw the implementation of the *Banner* student information system from a “home grown” system.
- Created Ferris’ first student Contact Center for outgoing and incoming calls, emails, text messaging, etc., for Academic, Student, and Business Affairs.
- Implemented Ferris’ degree audit system “Curriculum, Advising and Program Planning” (*CAPP*).
- Created a true one-stop-center for International Programs pulling all enrollment and student affairs services related to international students into a one-stop-shop model.

**FLORIDA STATE UNIVERSITY (1992-1998)**

**POSITIONS HELD AT FLORIDIA STATE UNIVERSITY:**

- **Assistant University Registrar (1996-1998)**
- **Coordinator of Academic Publications, Curriculum and Scheduling (1993-1996)**
- **Editor, Academic Publications (1992-1993)**

Florida State University is a research-intensive university.

Roles and Responsibilities: The Assistant University Registrar oversaw numerous enrollment activities and assisted with the management of Office of the University Registrar. As such, the Assistant University Registrar directly oversaw the offices of Academic Publication, Curriculum, and Scheduling and served as registrar for FSU’s continuing education program. The Assistant University Registrar had nine direct reports. The total budget overseen approximated \$10 million (including credit and non-credit based course enrollments). Additional duties and expectations include:

- Providing administrative leadership for all admissions related outreach various media publications and registration activities.
- Demonstrating appropriate responsiveness to the needs and concerns of students, faculty, and staff.
- Representing the University to appropriate external groups and individuals, including state and national entities.

**Some Accomplishments:**

- **Enrollment Related Accomplishments**
  - Assisted in increasing FSU’s enrollment via multimedia and print outreach publications.
  - Worked with the Admissions office to create the University’s first true, data and outcomes, driven enrollment manage plan.
  - Effectively used a host of technology solutions to improve outreach, marketing, and communications.
  - Conducted numerous presentations on FSU’s enrollment successes and strategic planning.
- **Student Recruitment Related Accomplishments**
  - Created interactive media for recruitment.
  - Enhanced print publications to encapsulate easy to use 3D maps for campus visitors.
  - Began conceptual work on FSU’s first constituent relations management system (CRM)—later to become known as *Talisma*.
- **Student Services Related Accomplishments**
  - Created FSU’s first curriculum and scheduling routing system for approval.
  - Implemented *Schedule 25* to enhance FSU’s scheduling of academic rooms.

- o Moved the printing of catalogs and schedule of classes on-line via implementing page publishing software solutions.

## **FUNDED RESEARCH**

- 2014 Assisted in the successful awarding of a Title V Grant for “Enhancing Student Success”
- 2012 Co-Principal Investigator, Enhancing Military Transfer Student Success, Ford Foundation, \$1 million
- 2009 Co-Principal Investigator, 2008-2010 College Connection Program, Federal Grant, \$180,000

## **PROFESSIONAL ORGANIZATIONS**

- 1992- Member, American Association of Collegiate Registrars and Admissions Officers
- 2007-2015 Member, Texas Association of Collegiate Registrars and Admissions Officers
- 2007-2015 Member, Southern Association of Collegiate Registrars and Admissions Officers
- 2000-2015 Member, National Association of Student Financial Aid Administrators
- 1992-1997 Member, Florida Association of Collegiate Registrars and Admissions Officers

## **ARTICLES AND BOOKS**

*Below is a list of some of the articles and books I have written relating to the strategic enrollment management profession. (A complete list is available upon request.)*

*A Guide to Financial Aid Leveraging.* Washington, D.C.: AACRAO Press, 2020.

*Creating a Multifaceted Contact Center on a Higher Education Budget.* Washington, D.C.: AACRAO Press, 2020.

*Managing Academic Space.* Washington, D.C.: AACRAO Press, 2015.

*Sharing the Campus Experience: Hosting Effective Campus Visits.* Washington, D.C.: AACRAO Press, 2011

*The SEM Imperative: Taking Enrollment Management Online.* Washington, D.C.: AACRAO Press, 2007

*Gamers go to College.* Washington, D.C.: AACRAO Press, 2006.

“The Next Stop of One Stop.” *Colleges & Universities*, Vol. 81:3, 2006.

*AACRAO’s Basic Guide to Enrollment Management.* Washington, D.C.: AACRAO Press, 2005.

“Fishing on the Fish’s Terms,” featured in *The Greentree Gazette*, March, 2005

“Getting Personal,” *Campus Technology Magazine*, March, 2005.

"The Realization of Electronic Dreams: Using Emerging Technologies to Connect with Target Audiences." *2004 Symposium for the Marketing of Higher Education*, Chicago: American Marketing Association Press (2004).

## **PAPERS AND WORKSHOPS DELIVERED**

*Below is a list of some of the papers and workshops I have delivered relating to the strategic enrollment management profession. (A complete list is available upon request.)*

"What Healthcare Can Learn from Higher Education's Financial Aid." Education Advisory Board, Washington, D.C., 2017

"Managing Academic Space: A Comprehensive Workshop." *Academic Impressions*, Denver, CO, 2016

"Applying Financial Aid Leveraging and Pricing Strategies to the Healthcare Industry." *Education Advisory Board*, Washington D.C., 2015

"The Strategic Enrollment Round Table." *Education Advisory Board*, Washington, D.C., 2014

"Recruitment and High School Outreach." *TACRAO Annual Meeting*, El Paso, TX, 2013

"Enhancing Enrollment Services Workflows and Processes." *Connect University 2012*. Minneapolis, MN, 2012.

"Recruiting on the Cheap." *Innovative Educators Web Conference*, 2011.

"The Future is Now: Integrated High School/2 Year/4 Year Partnerships." *AACRAO Annual Meeting*, Chicago, IL, 2009.

"WWW.Whatever, Whenever, Wherever: Connecting with the Digital Generation." *Hobson's Web Conference*, 2009.

"Communicating in a Digital Age: Does your School got Game?" *ACT Southwest Region Symposium*, Corpus Christi, TX, 2008.

"The Next SEM Challenge: Communicating in an On-line Society," AACRAO's SEM Conference," *17th Annual Strategic Enrollment Management Conference (SEM XVII)*, New Orleans, LA, 2007.

"The Confluence of Media: A Demanding Landscape for the Admission Professional," *NACAC 63<sup>rd</sup> National Conference*, Austin, TX, 2007.

"Do U YouTube? Social Networking and Its Impact on Recruiting and Marketing," *ACT Enrollment Planners Conference*, Chicago, IL, 2007.

"Marketing and Recruiting in a User Generated Content Environment: The Opportunities, Challenges, and Ramifications," delivered at *2007 AACRAO Technology Conference*, Minneapolis, MN, 2007.

## **HONORS AND AWARDS**

Awarded the *2004 Distinguished Staff Award* at Ferris State University.



“Best Interest Pages Award for a College or University,” awarded at *Enrollment Management Technology Conference*, Boston, Massachusetts, 2003.

Elected to the national “Professional Advisory Council” for eRecruiting by *GoalQuest*, 2003.

“Noel-Levitz Recruiting Award,” *North American Enrollment Managers Institute 2001*, Vail, Colorado.

Phi Kappa Phi National Honor Society, 1990 to present.

## CONSULTATIONS

*Below is a list of some of the schools I have provided consultations for over the years. (A complete list is available upon request.)*

Penn State University, Abington Campus, 2019  
Creating a grant-based and merit-based aid programs.

Governor’s Office, State of New Jersey, 2016-2020  
Creating a state-wide grant funding program modeled after *Bridging the Gap*.

Governor’s Office, State of New York, 2016-2017  
Creating a state-wide grant funding program modeled after *Bridging the Gap*.

City of Boston, Massachusetts, 2016  
Creating a grant funding program for the city’s public colleges modeled after *Bridging the Gap*.

University of Chicago, 2016  
Creating a grant funding program modeled after *Bridging the Gap*.

University of Central New Mexico and University of New Mexico, 2016  
Creating a reverse transfer process with New Mexico community colleges.

Lehman College, NY, 2014  
Creating a job description for an Enrollment Management Vice President

University of Texas Pan American, TX 2013  
Designing the structure for a functional Enrollment Service Division

University of Texas Brownsville, TX 2013  
Designing the structure for a functional Enrollment Service Division

University of San Francisco, CA 2013  
Implementing *Activity Insights*.

New Mexico State University, NM 2012.  
Implementing and enhancing *Activity Insights*.

University of Texas Brownsville, TX 2012  
Designing an Enrollment Services one-stop-shop.

University of Texas San Antonio, TX 2011  
Implementing *Activity Insights* on a small campus.

- Northeast Community College, Norfolk, NE 2010  
Assisted with a logical regression model to predict enrollment.
- The Advisory Board Company, Washington, DC 2010  
Consulted on creating a “Student-Centered Enrollment Services Enterprise”
- University of Oklahoma, Norman OK 2010  
Consulted with the University on what to look for in a CRM solution for their institution and integrate such with their student information system.
- University of Texas at Austin, Austin, TX 2009  
Implementing *Activity Insights* on a large research-based campus.
- Texas A&M University, College Station, TX 2009  
Implementing *Activity Insights* on a large research-based campus.
- Nova Southeastern University, Broward, FL, 2008  
Creating and maintaining an effective print and e-communication plan across multiple media (RSS, IMing, and Text Messaging).
- Brigham Young University, Provo, UT, 2007  
Site visit on enhancing the one-stop-center at BYU. Also, aided on how to use a CRM to communicate effectively with prospective student.
- Lawrence Technical University, Southfield, MI 2007  
Hosted an extensive on-site consultation focusing on the entire recruiting process used at Ferris State University to attract and retain students.
- Fort Lewis College, Durango, CO, 2007  
Hosted an extensive on-site consultation focusing on the entire recruiting process used at Ferris State University to attract and retain students.
- Université de Montréal, Montréal, Canada, 2007  
Consulted with the University on what to look for in a CRM solution for their institution and integrate with their student information system SCT’s Banner.

## HIGHER EDUCATION INSTRUCTION EXPERIENCE

- 2009-2015      **FACILITATOR, University of Phoenix, Santa Teresa, New Mexico.** Taught advanced composition sequence, humanities, religion and literature survey courses.
- 2007-2015      **ADJUNCT FACULTY, El Paso Community College, El Paso, Texas.** Taught advanced composition sequence and literature survey courses.
- 1998-2007      **ADJUNCT FACULTY, Ferris State University, Big Rapids, Michigan.** Taught advanced composition sequence and literature survey courses, advanced business writing, American cinema, film, religion and humanities, and American popular culture.
- 1993-1998      **ADJUNCT INSTRUCTOR AND TEACHING ASSISTANT, Florida State University, Tallahassee, Florida.** Taught basic composition, American authors since 1875, article and essay workshop, business writing, and major figures in American literature.

*The overlapping of appointments and dates are the result of dual appointments.*

## **REFERENCES**

Available upon request.