

JOSE L. CANTU, PhD

Dear Members of the Search Committee,

As an accomplished leader with a proven successful track record, I am excited to express my interest in the President position at Northwestern State University. With a keen eye for innovation and a dedication to fostering academic excellence, I am committed to serving as a visionary and entrepreneurial leader who prioritizes the needs of students and the broader community. My diverse leadership experience working for various types of universities further enhances my ability to effectively lead and inspire within our academic environment. As noted throughout my resume, a significant portion of my leadership success stems from my commitment to empowering others through transparent communication, collaborative management, and shared governance. I am enthusiastic about the opportunity to bring my skills and passion to Northwestern State University and to work collaboratively toward achieving our goals and aspirations together.

The question of why I seek to become your next president has a straightforward and deeply rooted answer. My motivation arises from my personal journey as a first-generation student. I am committed to creating improved environments that empower our faculty, staff, and student voices, ultimately contributing to the development of more effective pathways for student success. I believe that when a single student achieves personal and professional success, it has a ripple effect, positively impacting their family, local community, our state, and nationwide. I also believe that education possesses the transformative power to change lives. As our education space continues to change, we must also provide the understanding of how to navigate through these changes swiftly and decisively.

It would be a privilege and honor for me to join Northwestern State University as your next president. This opportunity perfectly aligns with my professional journey, reflecting my deep-seated passion for higher education. Throughout my career, I have embraced diverse university settings, leading in various roles across universities of different sizes, demographics, and locations with the vast majority being regional institutions. As indicated in my resume, each university presented unique visions and opportunities, contributing to successful outcomes and positioning in the market. Over my 30-year career, I have built strong infrastructures to expand the knowledge of our student populations and excel in their delivery of student success. Having the opportunity to work for regional universities has provided me with the ability to change the momentum of each university while building around the surrounding communities and regions. This journey has seen the development of tailored infrastructures addressing the specific needs of our student body, resulting in significant enrollment growth, improved student retention, higher graduation rates, and preparing students for the workforce. My consistent commitment to first-generation students and underserved communities, alongside a dedicated focus on equitable access, has remained a central theme that then supports all students from various walks of life to have a successful academic pathway. Having worked in different university settings, I have developed the expertise to create and implement strategic plans that elevate each university's profile and deliver measurable outcomes. These achievements encompass a broad spectrum of accomplishments, from increased enrollment figures and improved retention and graduation rates to developing innovative academic and co-curricular programs, fiscal health, effective policy implementation, meaningful relationship-building, cross-campus collaboration, and the prioritization and execution of comprehensive campus-wide initiatives.

Building Community

The strength of a university comes from the direct result of building meaningful relationships. My work philosophy is centered on leadership through collaboration, good communication, and a shared vision. I also strongly believe that every member of our university's community is valuable, and relationships must be established well before there is a need for support. Through my professional journey, I have been able to build a foundation of trust that has created more unity among our faculty, staff, and students. I am a firm believer in shared governance and have worked effortlessly in creating open, transparent, and approachable environments. This has given way to remove barriers and expand lines of communication not only to enhance our campus-wide performance but to also support building a safe and inclusive campus climate.

The tie into our university's success also extends to our external community's engagement. I have been very involved in creating a name behind each university's identity and networking with several key stakeholders that would help build the momentum behind the university. I understand the value and importance of developing relationships with community leaders, educational partners, potential donors, and political liaisons (local, state, and national) who play a role in creating a dynamic support system for the university. At Schreiner University I conceptualized and created three *First Year Campuses* in the Rio Grande Valley (Brownsville and Mission, TX) and El Paso, TX. The work behind this new concept was to build an infrastructure leading to a strong academic outcome. One of the main challenges was the ability to build a new campus structure without much of a network system behind Schreiner University's name. Quickly, I immersed myself in each community by meeting with city mayors, city council members, school board members, prominent community members, and school district superintendents. This led to the support of developing each campus with a community rallying around the new concept. Through the process, I also met many potential donors to support the outcome of these new programs with scholarships.

With a profound dedication to bridging our universities with the surrounding communities, I am deeply committed to fostering environments where education serves as a catalyst for economic growth and prosperity. Another example would be my tenure as President of the Houston Hispanic Forum Board where I led a team of highly influential city and state leaders, professionals, and policymakers to advance educational access for the Hispanic community, notably through initiatives like the annual College and Career Day, drawing over 20,000 students. In this role, I spearheaded successful corporate fundraising efforts, securing over \$150,000 in just 11 months (had to resign to move to my new position in Kerrville, TX). Additionally, I initiated crowdfunding and online fundraising campaigns, recognizing the importance of digital platforms in expanding our reach and garnering support. My experiences highlight the significance of community engagement, strategic fundraising, and collaborative partnerships in advancing university missions and fostering student success.

Given the nature of my role, fundraising opportunities were somewhat constrained, primarily due to the strategic focus of our advancement divisions. Nonetheless, my engaging personality enabled me to actively participate in networking activities and cultivate robust community relationships at each university I served. I possess a natural aptitude for connecting with individuals from diverse backgrounds and fostering meaningful relationships. My genuine passion for education and commitment to community empowerment resonates authentically, inspiring trust and enthusiasm among potential donors. Armed with strong communication skills and a persuasive demeanor, I excel at articulating the impact of philanthropic support and rallying support behind our students and university. Coupled with a strategic mindset and a results-driven approach, I am adept at identifying opportunities, cultivating partnerships, and achieving fundraising goals. My ability to navigate

complex networks and my relentless dedication to making a difference make me an ideal fit for excelling as a fundraiser, driving impactful change, and fueling the success of educational universities.

Academics

I have also been highly instrumental in supporting and leading change in areas of academics while maintaining mutual respect for the values of instruction and academic freedom. I have always had a strong relationship with our faculty at each university due to the nature of our roles in supporting enrollment and student success.

Throughout my professional journey, I've had the privilege of collaborating with academic leaders, faculty, and staff to innovate and develop new academic pathways and programs aimed at fostering enrollment growth and enhancing student success. During my tenure at Schreiner University, I worked closely with the Director of Nursing and faculty to successfully launch the one-year online RN to BSN program. Despite facing challenges such as leadership transitions, I assumed responsibility for leading the development of the academic course catalog and ensuring alignment with Texas Board of Nursing guidelines. Additionally, I maintained a keen awareness of market trends in nursing education, collaborating with the new Director of Nursing to address program prerequisites and streamline processes. Furthermore, I supervised three faculty members from each of the First Year Campuses at Schreiner University, collaborating with the Deans to design course modalities and rotations that catered to our students' schedules. At both the University of Houston-Victoria and the University of Colorado Colorado Springs, I oversaw online operations, spearheading initiatives to build online programs, develop course rotations, and facilitate faculty collaboration. Upholding trust and fostering strong partnerships with academic stakeholders has always been central to my approach, exemplified by my role as an adjunct instructor teaching undergraduate and graduate courses in business and education.

Budgets

I have a comprehensive understanding of budgets is paramount for effective leadership in the dynamic landscape of university administration. Over the past 12 years in administration, I have accumulated significant experience in financial management, refining my skills in budget planning, allocation, and oversight. Through my divisions, I have supervised division budgets ranging from \$15 million to \$30 million and in collaboration with the campus leadership team, collectively managed university budgets ranging from \$90 million to \$180 million, depending on the university. This encompasses developing strategic budgetary frameworks aligned with university priorities, optimizing resource allocation to support academic programs, research endeavors, and student services, and ensuring fiscal responsibility and compliance with regulatory standards. Moreover, I have cultivated strong collaborative relationships with stakeholders across departments, facilitating transparent communication and consensus-building in budgetary decision-making processes. By leveraging data-driven analysis and forecasting techniques, I have successfully navigated budgetary challenges, identified cost-saving opportunities, and maximized the impact of financial resources to advance the university's mission and strategic objectives. I am versed in incremental, incentive, and RCM (Responsibility Center Management) budget models. I also understand the impacts of federal, state, and local funding.

Leadership

With respect to my leadership style, I am viewed as a visionary and enthusiastic leader who holds a high level of integrity, respect, and transparency. I understand the importance of being a continuous innovator, a focused decision-maker, and a complex problem-solver who focuses on enhancing performance for the betterment of the campus community. I believe that an inclusive, strategic, and creative thought process is essential to the success of reaching our goals. I am a good listener and continuously involve others in decision-making scenarios in the

spirit of shared governance. I am highly skilled at developing relationships across multiple constituencies that include faculty, staff, students, alumni, friends, government policymakers, media, prominent community members, and philanthropic entities of all types. Furthermore, I am very approachable and good at consensus-building. Every stage of my professional career has allowed me to become more innovative with approaches by moving forward with ambitious goals centered on achieving student success. I have an innate work ethic with the skills to develop and execute strategies effectively. Change is inevitable and there are challenges with change but engaging the entire campus community with a unified approach of reaching and surpassing our goals will provide a more dynamic, thriving university setting.

The opportunity to serve as President of Northwestern State University holds great appeal to me. I hold a strong belief that the significant demographic and economic diversity of Natchitoches and state of Louisiana, as well as across Southwest Louisiana, serves as a powerful catalyst for the positive change required within our communities. Having assessed the leadership prerequisites for this role, I am assured that my background aligns seamlessly with a well-established and successful track record in leadership. As my career progressed, my dedication to student access and success became increasingly focused. I have dedicated my efforts to fostering vibrant and inclusive campus communities that play a vital role in contributing to the economic growth and prosperity in our surrounding area. Through my leadership, my aim is not only to elevate the university's reputation but also to promote a collective sense of pride that resonates throughout our campus community and region.

Thank you for considering my candidacy and as you peruse through my resume, please feel free to contact me for any additional questions or to initiate further discussions.

Sincerely,

A handwritten signature in blue ink that reads "Jose L. Cantu". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Jose L. Cantu, PhD

JOSE L. CANTU, PhD

PROFESSIONAL OVERVIEW

An accomplished and dynamic executive-level higher education professional with a proven track record of success. Known for providing innovative and results-driven leadership that fosters collaboration and transparency. A highly relational individual who fosters and maintains collaborative, engaged, and transparent relationships that connect resources to empower faculty, staff, and students to reach their full potential. Demonstrates expertise, excelling in strategic planning, SACS accreditation leadership, brand enhancement, degree program development, enrollment growth, budget model creation, and innovative solutions for an enhanced student experience. My leadership style is renowned for its commitment to supporting the entire campus community through principles of shared governance, transparency, and collaborative management.

EDUCATION

Ph.D. in Leadership Studies, Our Lady of the Lake University | College of Business | San Antonio, TX
Dissertation: A Study of Chief Enrollment Officer's Personality Styles and the Impact to Student Enrollment
M.S. in Training and Development | University of Houston | College of Technology | Houston, TX
B.S. in Information Systems Technology | University of Houston | College of Technology | Houston, TX

ADJUNCT PROFESSOR

University of Houston-Victoria, Victoria, TX | Organizational Theory and Development | MBA | Graduate | Current
University of Houston-Victoria, Victoria, TX | Diversity in Adult Education | Higher Ed | Graduate | 2021
Schreiner University, Kerrville, TX | Introduction to Economics | Undergraduate | 2017
University of Houston- Downtown | First Year Seminar Courses | Undergraduate | 2009 - 2010

LEADERSHIP HIGHLIGHTS

Enrollment Management and Student Success: My career has been marked by achievements in successfully surpassing enrollment goals at each institution, driven by innovative solutions and data-informed strategies. I have consistently maintained a student-centric approach, effectively driving new student recruitment, enhancing retention, promoting persistence, and elevating graduation rates. At each institution, I have spearheaded efforts to adapt enrollment and student success structures in response to evolving student demographics, laying the groundwork for comprehensive organizational redesigns, institution-wide commitment to enrollment, data-informed decision-making, and the alignment of strategic initiatives. Throughout my tenure at each institution, I achieved success in reversing declining enrollment trends.

- ❖ **University of Colorado Colorado Springs (UCCS)**- Successfully launched focused strategies to effectively counter the decline in enrollment and establish stability. This achievement included a 2.2% increase in new student enrollment and a 1% increase in first-year student retention. Projecting a 5% increase for Fall 2024.
- ❖ **University of Houston-Victoria (UHV)**- During COVID spearheaded a substantial 10% overall enrollment increase along with a notable 8% improvement in retention rates.
- ❖ **Schreiner University (SU)**- Strategically restructured the entire enrollment operations that enabled an impressive overall growth of 30% within six years, complemented by an additional 5% increase in retention rates.
- ❖ **University of Houston-Downtown (UHD)**- Undertook a comprehensive transformation of the entire enrollment operations and orchestrated student-focused campaigns, which ultimately yielded a remarkable 22.5% overall enrollment growth spanning six years.

Community Engagement: Throughout my tenure, I have been deeply involved in fostering robust connections within the communities surrounding the University of Houston-Victoria, Schreiner University, and the University of Colorado Colorado Springs (UCCS), facilitating impactful collaborations.

- **UCCS**- Currently facilitating partnerships and collaborations effectively. Through proactive outreach, I've connected with

local organizations, businesses, school districts, and agencies to address pressing community needs. Additionally, I've extended my efforts statewide, collaborating with critical stakeholders to establish academic pathways, cultivate research opportunities, and build essential workforce pipelines.

- ❖ **University of Houston-Victoria (UHV)**- Orchestrated partnerships with local businesses, nonprofits, and government agencies, directing efforts toward addressing student needs through scholarship support, community service, and volunteer opportunities. This not only enriched student learning experiences but also contributed to community development initiatives.
- ❖ **Schreiner University**- Spearheaded outreach programs, including educational workshops and cultural events, to bridge the gap between students, faculty, and staff with the broader Kerrville community, fostering mutual understanding and collective growth. In the establishment of the three first-year campuses for Schreiner University in distinct cities across Texas, I engaged with key stakeholders, including city mayors, council members, community figures, and school superintendents, cultivating strong support networks for each campus's development. Through these connections, I identified numerous potential donors who shared our vision for empowering underserved students, leading to the creation of scholarship programs to bolster the success of these initiatives.
- ❖ **Non-profit**- Beyond my roles at the universities, I undertook the presidency of a Houston-based nonprofit organization, steering a board composed of esteemed professionals, I leveraged their expertise to drive impactful initiatives, while actively engaging in corporate fundraising efforts to secure vital resources for community outreach. These experiences not only deepened my understanding of philanthropy and corporate engagement but also enhanced my approach to community engagement within university settings, fostering sustainable relationships and collective growth.

Online Program Leadership: Early in my career, I acknowledged the significance of competitive online programs and assumed a leadership role in their implementation at two universities. This involved orchestrating a comprehensive process that encompassed crucial elements such as market assessment, program development, course creation, scheduling, and faculty training. In overseeing this multifaceted initiative, I ensured a strategic and thorough approach to the successful establishment and execution of online programs to meet the evolving needs of the educational landscape.

- ❖ **Program Development and Execution**- At Schreiner University, University of Houston-Victoria, and University of Colorado Colorado Springs I took the initiative to spearhead the transformation of traditional in-person programs into fully online formats, innovatively introducing accelerated 8-week, one-year tracks for these online programs. Throughout this transformative process, I worked closely with department chairs to collaboratively devise strategic financial models aimed at achieving net-revenue success. By driving the shift to online formats and implementing condensed program timelines, I contributed to the adaptability and financial sustainability of educational offerings, aligning them with contemporary learning preferences and industry demands.
- ❖ **Cross-Institution Impacts**- I made a significant impact at the University of Houston-Victoria by taking the lead in expanding online programs, contributing to the institution's broader reach and accessibility. My efforts resulted in successful outcomes, driving enrollment growth and enhancing net revenue not only at the University of Houston-Victoria but also at Schreiner University and the University of Colorado Colorado Springs. Within the realm of strategic planning and collaboration, I closely collaborated with department chairs to align online programs with institutional goals. Additionally, I implemented effective financial models, exploring the full potential of net-revenue success. My strategic thinking was evident in the expansion of online programs, aiming to foster both enrollment growth and financial success, underscoring my commitment to advancing educational opportunities through innovative initiatives.

Strategic Enrollment Management Plan: Successfully designed and launched multiple Strategic Enrollment Management plans for University of Houston-Downtown, Schreiner University, University of Houston-Victoria, and currently University of Colorado Colorado Springs, recognizing their critical role in bolstering financial stability, aligning with institutional missions, elevating academic quality, promoting diversity, and driving the overall success of higher education institutions. These plans embraced a high level of inclusivity, engaging members from various segments of the campus community. These plans function as well-defined roadmaps for realizing enrollment and student success goals, all while safeguarding the institution's viability and competitiveness in a rapidly evolving educational environment.

Organizational Change: Revitalized the higher education landscape by providing leadership support in the redesign of my divisions as well as university-wide structures, all guided by a steadfast commitment to a student-centric approach. I led much of the conversations and vision behind this change due to the financial impacts and budgetary implications at Schreiner University, University of Houston- Victoria, and now, University of Colorado Colorado Springs. In this transformative process, particular attention was given to addressing the needs of first-generation students, ensuring that each institution received a distinctive design tailored to support operations and foster creative, innovative structures. This comprehensive approach aimed not only to strengthen student support but also to bridge educational gaps and enhance accessibility for all students with a focus on strengthening its financial position. At each institution, the driving force behind these changes was the formation of dynamic and innovative teams that operated

collaboratively across the campus, effectively constructing a robust framework for our work environments.

Data-Powered Institutions: As a leader committed to fostering a data-centric environment at the university, I have implemented strategies to harness the power of data to inform decision-making, drive innovation, and enhance operational efficiency. Through the adoption of advanced data analytics tools and technologies, I have facilitated the collection, analysis, and interpretation of data across various departments and functions. By promoting a culture of data literacy and accountability, I have empowered faculty, staff, and administrators to leverage data-driven insights in their daily activities and strategic planning processes. Additionally, I have spearheaded initiatives to integrate disparate data sources, streamline data management processes, and establish key performance indicators (KPIs) to measure progress and outcomes. Through these efforts, I have cultivated a dynamic and adaptive data-centric environment that positions the university for continued growth, success, and excellence in the ever-evolving landscape of higher education.

Multi-Campus Institutions: Demonstrated effective leadership across multi-campus institutions, and constructed strategies to address the unique needs of diverse student populations, resulting in significant contributions to overall student success. Working at multi-campus institutions requires a combination of adaptability, effective communication, and strategic resource management to make the most of the benefits while addressing the focus and dynamics of students from different types of environments.

- ❖ **University of Houston-Victoria (UHV)-** Oversaw enrollment and student success at UHV residential, UHV Katy educational instructional site, and UHV Online campuses. Established three distinct levels of student services tailored to the unique demographics and campus locations, allowing us to approach each population effectively. This involved implementing centralized processes to provide consistent support across all campuses while also creating specialized levels of advising, student success coaching, and engagement to boost student persistence and graduation rates. Includes the oversight of academic program development and offerings.
- ❖ **Schreiner University (SU)-** Conceptualized and launched three inaugural campuses situated in Brownsville, Mission, and El Paso, TX. I supervised the development of academic curricula and student support initiatives, including faculty and staff management. These campuses provided an opportunity for freshmen from marginalized backgrounds to pursue their studies close to home during their first year. My vision and leadership led to the inception of these campuses across Texas, aimed at increasing enrollment and establishing robust support systems tailored to enhance the retention of first-year students. As a result, these efforts contributed to an impressive 85% graduation rate over a four-year period for these student cohorts.
- ❖ **University of Houston-System (UHS)-** directed the design and implementation of PeopleSoft for three out of the four University of Houston System (UHS) campuses. Established the complete infrastructure for transfer enrollment, encompassing transfer credit, and the potential for integrating and automating the entire process for each institution. My responsibilities included designing, automating, training, and implementing innovative business practices to ensure a seamless rollout. A substantial part of my role, around 90%, was dedicated to working with PeopleSoft while still overseeing all transfer center operations for University of Houston.

EXECUTIVE LEADERSHIP EXPERIENCE

Vice Chancellor for Enrollment Management

University of Colorado Colorado Springs, Colorado Springs, CO

November 2022 – June 2024

Serve as the vice chancellor for enrollment management responsible for the leadership, management, strategic direction and administrative oversight to enhance student access and enrollment services for the University of Colorado Colorado Springs (UCCS). Work closely with the administration team, academic deans, faculty, and staff to identify, explore, evaluate, and coordinate enrollment and student success initiatives. Oversee the Offices of Admissions, Financial Aid and Student Employment, Orientation, Pre-Collegiate and Success Center, and Registrar dotted lines to UCCS Online and Marketing and Communications. Report directly to the Chancellor and serve as a member of the cabinet.

ACCOMPLISHMENTS

- ◆ Provided support and empowerment to our enrollment team, resulting in a commendable 3.3% increase in first-year student enrollment and a 2% boost in overall new student enrollment.
- ◆ Leading and partnering with local school districts to increase dual and concurrent enrollment engagement. Supporting the development of PTech programs, Cyber Security High School concept, and HS teacher shortage.
- ◆ Initiated a series of student focus groups aimed at gaining valuable insights into meeting the diverse needs of our student body promoting the design of a new enrollment and student success concept leading to meeting the student population's

needs.

- ◆ Initiated a transformative redesign of the Enrollment Management division, championing a more data-informed and data-driven environment. Evaluating and supporting the existing departments within the enrollment management division to ensure they are equipped with the necessary tools, resources, and funding.
- ◆ Initiated the launch of the Strategic Enrollment Management Plan, employing a data-informed process that aligns the university's fiscal, academic, co-curricular, and enrollment resources with the evolving landscape. This approach aims to accomplish the institution's mission while ensuring long-term enrollment success and fiscal health.
- ◆ Directing and managing comprehensive marketing and communications strategies for the university, ensuring alignment with institutional goals and objectives.
- ◆ Oversee online operations at UCCS, including the enrollment management funnel and the support of developing academic program structures.
- ◆ Developing an enrollment predictive model, financial net-revenue model, and academic program assessment in collaboration with Institutional Research and Chief Enrollment Strategist. Creating a data-powered environment to enhance enrollment efforts from prospect through graduation.
- ◆ Cultivating valuable partnerships with potential educational and business collaborators across the Colorado Springs and Southern Colorado communities, expanding the reach and influence of UCCS. Creating listening opportunities to streamline academic pathways and foster strategic business alliances.
- ◆ Supporting our campus-wide fundraising efforts within the Colorado Springs community through networking at various events and cultivating relationships.
- ◆ Provide oversight for a \$25M enrollment management budget and campus-wide budget of \$180M.

Vice President for Enrollment Management

University of Houston-Victoria, Victoria, TX

September 2019 – October 2022

Served as the inaugural vice president for enrollment management responsible for the leadership, management, strategic direction and administrative oversight of a multi-campus enrollment operation for University of Houston-Victoria residential campus, online programs, and educational instructional site in Katy, TX. Work closely with the administration team, academic deans, faculty, and staff to identify, explore, evaluate, and coordinate enrollment and student success initiatives. Oversaw the Office of Admissions Processing, Enrollment Management and New Student Experience, Enrollment Strategies and Marketing, Registrar, Financial Aid, International Programs, Online Programs, Campus Solutions, and educational instructional site in Katy, TX. Reported directly to the President and served as a member of the executive cabinet.

ACCOMPLISHMENTS

- ◆ Achieved a 10% increase in overall student enrollment and a 7% increase in semester credit hours, even amid the challenges of the COVID-19 pandemic. Increased the first-year retention rate from 70% to 80%.
- ◆ Redesigned enrollment services to create a centralized "Welcome Center" model with a one-stop shop approach that included the development of enrollment specialists trained with a first-generation perspective, a focus on financial aid and bursar functions, and all parts of the enrollment process from prospect through advising. This also improved the alignment of Student Success initiatives.
- ◆ Optimized financial aid and scholarship programs to positively impact recruitment, retention, persistence, and graduation rates. This included restructuring the office for greater operation efficiency, enhanced the virtual and face-to-face student support system, and launched financial literacy program for students, equipping them with essential skills for managing their finances during their college years and beyond.
- ◆ Enhanced enrollment communication and marketing strategies, with a particular emphasis on web-based recruitment, social media, and digital campaigns. Developed student personas to facilitate targeted campaigns for distinct populations across all UHV campuses, including Residential, Online, and the Katy Educational Instructional site.
- ◆ Restructured articulation agreements and Memorandums of Understanding (MOUs) with local and statewide community colleges to integrate Student Information Systems (SIS) systems with the application and admission process, provide seamless data sharing, extend UHV course offering at each community college campus, and offer academic advising and services for students.
- ◆ Established a data-driven culture, collaborating with Institutional Research to improve data quality. Developed customized dashboards, weekly enrollment reports, and predictive models to support recruitment, retention, and graduation efforts. Utilized data to support our recruitment efforts, leading us to monitor territories better and increasing the volume of applications by 30% for each market area. Implemented data-driven strategies to identify at-risk students, providing timely interventions from first year of college through graduation.
- ◆ Expanded statewide dual credit partnerships with rural school districts, resulting in a 23% increase in dual credit enrollment and a 3% increase in teacher graduate and certification program enrollment.

- ◆ Initiated and led the development of a comprehensive campus-wide Enrollment Management and Student Success Strategic Plan, engaging faculty, staff, and students.
- ◆ Successfully led the transition from face-to-face to online student support services at the University of Houston-Victoria (UHV) during the COVID-19 pandemic. Executed a fully online plan within two days of the pandemic's onset to ensure the continuity of student engagement within recruitment and retention cycles. This included the creation of a virtual lobby for students to access all student enrollment and service departments, offering one-on-one or group sessions.
- ◆ Managed, created, and introduced a range of online programs in collaboration with Academic Affairs. Structured class schedules, implemented course rotations, built out course carousels and facilitated faculty training. The online programs were designed to feature fully online, accelerated courses with an eight-week format, allowing students to complete their studies within one year.
- ◆ Collaborated with Institutional Research and Assessment to lead the Southern Association of Colleges and Schools (SACS) accreditation process across campus and assembled a team of writers and strategists.
- ◆ Actively participated in donor fundraising events to expand networking and support fundraising efforts.
- ◆ Established and led various cross-campus committees, task forces, and workgroups aimed at reshaping the university's culture in support of students and market positioning.
- ◆ Responsible for overseeing an enrollment budget of \$15 million and through our executive leadership oversaw an overall campus budget of \$90 million, ensuring effective resource allocations.

Vice President for Strategic Partnerships

New Reach Media, San Antonio, TX

August 2018 – August 2019

Served as the vice president for strategic partnerships to build enrollment marketing campaigns, predictive models, and campus dashboards wrapped in data-powered decisions. Developed customized formulas to enhance the uniqueness of each institution's personality with the opportunity to engage students through the entire enrollment cycle. Cultivated partnerships with college presidents and executive teams from across the U.S. to improve organizational design, leadership coaching, new student enrollment, retention, and graduation rates.

Vice President for Enrollment Services

Schreiner University, Kerrville, TX

January 2014 – August 2018

Provided vision, leadership, and management across all facets of student enrollment and campus-wide initiatives, fostering synergy between the administration and the campus community. Strengthened external community relations, marketing efforts, and campus publicity. Facilitated engagement and implementation of cultural programs, educational opportunities, and SACS accreditation, aligning with strategic enrollment strategies. Collaborated with the executive cabinet on day-to-day campus operations to enhance productivity, quality, and student satisfaction. Directed multi-campus enrollment operations, including Schreiner University and three first-year campuses in Brownsville, Mission, and El Paso, TX. Reported directly to the Schreiner University President and served as an executive cabinet member.

ACCOMPLISHMENTS

- ◆ Implemented strategies that led to an impressive 30% increase in overall student enrollment from 987 total enrollment in Fall 2012 to 1,418 total enrollment in Fall 2018. This achievement positioned Schreiner as the *fastest-growing private university in Texas in 2016*. Successfully increased first-year retention rates from 65% to 70% during the tenure from 2012 to 2018.
- ◆ Extended technology integrations with the student information systems (Jenzabar) and Salesforce, enabling comprehensive monitoring of the student life cycle from initial prospecting to graduation. Strengthened the early alert systems and advanced the utilization of enrollment communication and marketing placements.
- ◆ Conceptualized and established three successful First Year Campuses in Brownsville, Mission, and El Paso, TX allowing freshmen to study in their local community for one year. The focus of the program was to assist underserved communities by providing access and affordability with a transition to the main campus in their second year of college. Aligned academic courses and created synchronous modalities. Recruited, hired, trained, and supervised 3 faculty that taught Biology and oversaw each campus supporting students with the online hybrid course offerings and student engagement. Established relationships and partnerships with state-wide community leaders, alumni, political figures, and potential donors. The program boosted enrollment by 14%.
- ◆ Restructured graduate programs by strategically lowering tuition, and shifting face-to-face programs to fully online, 8-week, one-year programs. This led to a 50% increase in enrollment within the first year and subsequent 3% increases the year after.
- ◆ Spearheaded and launched the online RN to BSN program, contributing to a 10% increase in total enrollment and generating \$1.1 million in net revenue, positioning Schreiner University as a strong competitor in the field. This initiative involved the development of a one-year, eight-week degree track, the addition of new enrollment positions, and a competitive pricing

strategy. Led the development of the academic program, catalog, and research with the support of faculty and staff.

- ◆ Executed a Texas-wide market analysis and introduced seven new co-curricular activities. These programs were marketed effectively, resulting in a 13% increase in total enrollment and a 30% increase in new Freshman enrollment in Fall 2018.
- ◆ Established a data-driven culture across the campus, fostering unified efforts to support enrollment growth among segmented populations. Through this process, developed an enrollment and net-revenue predictive model.
- ◆ Spearheaded the development and implementation of a comprehensive cross-campus strategic enrollment plan aimed at facilitating the institution's enrollment growth goals through 2025.
- ◆ Oversaw the development of comprehensive marketing campaigns, utilizing a mix of print, social media, billboard, and email advertisements to enhance brand recognition and increase application yields.
- ◆ Designed a new internal financial aid matrix, optimizing the formula for discounts by leveraging financial aid alongside new scholarships, resulting in improved budget outcomes.
- ◆ Worked closely with Advancement to engage in fundraising events across the Texas Hill Country and state-wide designated areas. While working in the development of the First Year Campuses, was able to bring forth donors to support the overall build-out of the campuses and scholarship funds for students.
- ◆ Collaborated with the executive cabinet to develop a campus-wide budget ensuring financial resources were allocated effectively. Created a discount matrix leading to decreasing discount from close to 50% to 38% between 2012 – 2018 supporting a healthy net-revenue stream.

Associate Vice President for Enrollment Services

Schreiner University, Kerrville, TX

July 2012 – December 2013

Provided leadership to a team of 20 dedicated to Admissions, Financial Aid, and Campus Visits programs while creating comradery across the institution by developing a culture of positive thinking, teamwork, and decision empowerment. Enhanced marketing to promote branding and name recognition. In 2012, Schreiner University student enrollment was 987 students.

ACCOMPLISHMENTS

- ◆ Grew enrollment by 9% for Fall 2013, ushering in the largest Freshman class in University history.
- ◆ Successfully integrated student services into the enrollment management framework, providing comprehensive support to enhance retention and boost graduation rates.
- ◆ Restructured enrollment operational processes, transitioning to a streamlined, paperless system that efficiently supports all students' academic progress.
- ◆ Implemented a state-of-the-art Customer Relationship Management (CRM) system, Salesforce, to elevate student communication and enhance marketing efforts.

ADDITIONAL EXPERIENCE

Director of Admissions and Recruitment

University of Houston-Downtown (UHD), Houston, TX

November 2006 - June 2012

Directed strategies for enrolling and retaining qualified students. Led a team of 30 full-time and 25 part-time employees and accounted for a \$1.7M operating budget for salaries, expenses, recruitment, orientation, and customer service. Drove the restructuring of Admissions from two to seven units to reach and serve the targeted student population. Streamlined entire enrollment operation processes by integrating technology in establishing a fully paperless system with a more fluid admission and transfer credit process.

- ◆ Achieved remarkable growth in overall student enrollment, increasing from Fall 2006 (11,449) to Fall 2012 (13,916), marking a substantial 22.5% increase over six years. This accomplishment was driven by robust engagement and outreach strategies, improved customer service, and successful collaborations and partnerships both internally and externally. New freshman enrollment also saw substantial growth, surging by 44.5% from Fall 2006 (980) to Fall 2012 (1,416), while new transfer enrollment increased by 18.7% during the same period.
- ◆ Spearheaded the implementation of a Customer Relationship Management (CRM) system, specifically Ellucian, to augment communication and marketing efforts.
- ◆ Increased transfer student recruitment and enrollment through the development of articulation agreements.
- ◆ Led the Admission Standard Committee's efforts to transition from open admissions to selective admissions in 2012.
- ◆ Broadened the utilization of the Banner system to better support students and automate processes, significantly enhancing the overall student experience.

Additional Positions

University of Houston (main campus), Houston, TX

Associate Director of Admissions-Transfer Center/PeopleSoft- January 2001-November 2006

Assistant Director of Admissions-Freshman Admissions- January 2000–January 2001

Coordinator of Freshman Admissions- October 1998-January 2000

Freshman Admissions Counselor- June 1995-October 1998

Admissions Processing Analyst (Part-time)- September 1993-June 1995

HONORS & AWARDS

Motivational Leadership Award (University of Houston)	2004
Boss of the Year (University of Houston- Downtown)	2011
Houston Business Journal: People on the Move	2011
College Board Enrollment Leadership Academy	2011
Schreiner University Outstanding Leadership Award	2013
Schreiner University Outstanding Leadership Award	2014
Leadership Kerr County	2014
Making a Difference Recognition- Adjunct (University of Houston-Victoria)	2023
Future Presidents Intensive Program: EAB	2023

PROFESSIONAL AFFILIATIONS

American Association of Collegiate Registrars and Admissions Officers
Association of International Educators
Council of Independent Colleges
Council of Latino Workplace Equity
Hispanic Association of Colleges and Universities
Houston Hispanic Chamber of Commerce
Houston Hispanic Forum
Institute for the Study of Transfer Students
Junior/Community College Student Personnel Association
NAFSA: Association of International Educators
National Academic Advising Association
National Association for College Admission Counseling
National Association of Graduate Admissions Professionals
Texas Association for College Admission Counseling
Texas Association of Chicanos in Higher Education
Texas Association of Collegiate Registrars and Admissions Officers
Texas Association of College and University Student Personnel Administrators
Texas Higher Education Coordinating Board
The Southern Association of Colleges and Schools Commission on Colleges (SACSCOC)

PROFESSIONAL AND COMMUNITY ACTIVITIES

Volunteers in Public Schools (VIPS) in Houston, TX	1994 – 2000
Rio Grande Valley Student Organization at University of Houston: Founder and Advisor	1997 – 2006
International Scholarship and Tuition Services (ISTS) Candidate Evaluator	2003 - Present
Junior/Community College Student Personnel Association: State Conference Co-Chair	2001
Multiple Sclerosis (MS) 150 Cycling Fundraiser: Team Trinity Team	2006 – 2010
Hispanic Scholarship Fund at University of Houston-Downtown Advisor	2006 – 2012
Texas Higher Education Coordinating Board: Apply Texas Application Committee	2007 – 2009
Dream Act Liaison at University of Houston-Downtown	2007 – 2012
Dragon Boat Races: Co-founder of University of Houston- Downtown Team	2008 – 2012
Houston Hispanic Forum Board of Directors: Board President: 2011 - 2012	2009 – 2012
Houston Project GRAD: Higher Education Advisory Board	2010 – 2012
Multiple Sclerosis (MS) 150 Cycling Fundraiser: Founder of UHD Team	2011 – 2012
Boerne Boys and Girls Club Board of Trustees: Board Chair: 2016 - 2017	2012 – 2017
Family and Literacy Board- Kerrville, TX	2013 – 2015
DACA Student Liaison at Schreiner University	2013 – 2018
Organization for Latino Engagement (OLE): Founder and Advisor	2014 -2019
US/Mexico Presidential Higher Education Summit: Guadalajara, Mexico	2017
UHV Latino Faculty & Staff Association: Founder	2020 - 2022
Pikes Peak Business & Education Alliance: Youth Committee	2022 – Present

PROFESSIONAL SPEAKING EVENTS AND WORKSHOPS

Workshop Presentations

Texas Association of Chicanos in Higher Education (TACHE): Latinos in Higher Education	1999
Texas Association of Chicanos in Higher Education (TACHE): Revolutionizing Transfer Recruitment	2001
Junior/Community College Student Personnel Association: Developing a Transfer Center	2002
Institute of the Study of Transfer Students: Developing a Transfer Center and Technology Integration	2004
Institute of the Study of Transfer Students: Partnership between 4- and 2-year Institutions	2005
Texas Association for College Admission Counseling: Transfer Student Friendly Environments	2005
Junior/Community College Student Personnel Association: Relationships with 4-year Institutions	2005
College Board: Enrollment Trends and Impacts for Our Future	2009
Texas Council of Faculty Senates: Texas Hispanic Demographic Shifts and Impacts to Higher Education	2019
College Board: Recruiting and Admissions	2012
Latino Workplace Equity Leadership Conference: Communication and Latino Brand	2021
#ICANHELP: The Financial Invest to College	2021
Texas Association of Chicanos in Higher Education (TACHE): Leadership Con Ganas	2021
University of Houston-Victoria: First-Generation Student Success	2022
Texas Association of College and University Student Personnel Administrators: Open Pathway to Student Success through a Shared Model vs Transfer Student Model	2022

Keynote and Guest Speaker Events

Boerne ISD Community Leadership Series: First Generation Student Success Story	2020
Mountaineer Leadership Student Retreat: The Life of Achieving Your Academic Dream- PhD	2015
Our Lady of the Lake University: Spring Graduation Invocation	2015
Schreiner University Leadership Series: Breaking Adversity	2016
The Young Learners, The Woodlands, TX: Leadership and Team Development and Strategist	2016- 2019
Schreiner University Leadership Series: Servant and Transformational Leadership	2017
Schreiner University Leadership Series: Dissertation Journey and Topic	2018
Our Lady of the Lake University- Houston Campus: Convocation	2018
DeLeon Club of Victoria, TX: Leadership with a First-Generation Student Lens	2021
University of Colorado System Excellence in Leadership Program: Successful Leadership Tips	2023
UCCS Faculty Leadership Academy: Personality Tests Used for Successful Leadership	2023
UCCS Staff Leadership Academy: Successful Leadership in Higher Education	2023
UCCS Higher Education & Administration Graduate Course (LEAD 5030) Guest Lecturer	2023
Colorado Action 22: Why Leadership Matters	2023
UCCS' Regional Connect: Growing UCCS	2024