
EXPERIENCED ENROLLMENT MANAGEMENT AND STUDENT AFFAIRS EXECUTIVE

Demonstrated success leading enrollment management initiatives and achieving defined objectives

Accomplished higher education executive with proven success developing, implementing, and assessing holistic enrollment management and student affairs strategies. Excel at enhancing new student academic profiles and retention rates, increasing student success and graduation, championing financial transparency, streamlining and improving processes, advocating student development, and maximizing opportunities for revenue generation and return on investment. Effective collaborator to achieve short and long-term objectives. Committed to enhancing diversity, inclusion and belonging. Skilled in leveraging talent and financial resources, student information systems and technology platforms, and fostering lasting relationships with multiple stakeholders. Persuasive and seasoned communicator with strong interpersonal skills.

Highlights of Expertise

- Enrollment Management / Student Affairs
- Institutional Branding and Marketing
- Policy Development and Assessment
- Financial Aid / Technology Leveraging
- Community and Stakeholder Engagement
- Trust-based Relationship Development
- Developing and Exceeding Recruitment Targets
- Maximizing Student Success and Retention
- Process and Performance Improvement
- Academic Advising / Student Support Services
- Compelling Negotiation and Communication
- Team Building and Strategic Leadership

Career Experience

Bi-Coastal Consulting Group, Miami, FL

Spearhead design and execution of strategic plans and initiatives for achieving financial management and leadership development goals of non-profit and educational institutions.

PRINCIPAL (Jul 2019 to Present)

Guide enrollment management strategies involving student affairs planning, operational structures, admission policies and procedures, technology applications, and student data analytics. Leverage data to provide informed decision-making and solutions that shape enrollment and maximize student success rate.

Central Michigan University, Mount Pleasant, MI

Orchestrated end-to-end campaigns for student recruitment and retention at the 125-year old public university, with campus enrollment of 15K+ and online enrollment of 6K+ across 200 nationally acclaimed programs.

VICE PRESIDENT – Enrollment and Student Services (Jan 2012 to Jun 2019)

Led strategic planning for all student affairs and enrollment management activities involving programming, policy development, human resources, facilities, and fiscal resource management with a **300+** team and an overall budget of **\$60M**. Developed and implemented innovative outreach methods through CRM solutions and created a strategic recruitment plan to increase and diversify the prospect pool and improve visibility in new markets.

Key Achievements:

- ♦ Engaged the campus community in participating in enrollment management strategy.
 - **Led and facilitated the Enrollment Management Committee**, which involved a broad representation of institutional stakeholders. Created sub-committees comprised of faculty and staff

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- across campus to discuss, deliberate, and recommend strategies and actions focused on achieving success metrics around recruitment, retention, and student services.
- AACRAO recognized the university's SEM plan as a blueprint during its annual meeting in 2014.
- ◆ Advanced student success by **remodeling academic advising services** and **significantly improving student-to-advisor ratio from 1200:1 to 500:1** over a three-year period.
- ◆ Established the **Office of Student Success** and the **Office of Business Engagement**, leading to higher degree completion rates and more internship and job opportunities.
- ◆ Successfully **increased first-time freshman enrollment by over 20%** following a significant drop the previous year (2014).
- ◆ **Established a comprehensive professional development program** with an emphasis on student development and student success; the program later expanded to include all university professional staff.
- ◆ **Raised first-to-second year retention by 2.8%**, enhanced student progression and graduation, and mitigated student attrition by instituting **Office of Student Success**.
- ◆ Oversaw **conditional admissions program** achieving ~200 additional student admissions; 70% of the FY13 cohort enrolled for the second year.
- ◆ **Increased new student profile and first-to-second year retention** by introducing a new financial aid program that leveraged institutional financial aid and awarded funds in a manner consistent with recruitment and retention goals.
- ◆ Guided the creation and implementation of a professional development workshop series, discussing topics such as **Critical Race Theory, Learning Outcomes, Women's Identity Development, and Trans Student Identity & College Experience**.
- ◆ Facilitated the development of an **admissions and enrollment dashboard** and **degree audit system**.
- ◆ **Instrumental contribution as part of several committees**, including President's Cabinet; Enrollment Management (Chair); Shared Governance; Web Governance; Technology Planning Council; AASCU Reimagining the First-Year Experience (Co-Chair); and Enterprise Risk Management.

Howard University, Washington, D.C.

Provided strategic leadership, direction, and operational management to maximize and sustain enrollments at the culturally diverse and research-oriented private university.

ASSOCIATE VICE PRESIDENT – Enrollment Management (May 2010 to Dec 2011)

Oversaw enrollment funnel and recruitment pipelines, leveraged financial support to improve student recruitment and success, facilitated marketing strategies, and established strategic partnerships with the University community and various stakeholders. Supervised over 100 employees and governed a \$10M budget spanning Undergraduate Admission, Registrar, Financial Aid, Bursar and Student Visa and Immigration Services.

Key Achievements:

- ◆ Championed philosophy of **improved service quality**, enhanced **university reputation**, and student perception to optimize the **enrollment experience**.
- ◆ Successfully developed and implemented **enrollment models and strategies** to attract students and raise student satisfaction and retention metrics.
- ◆ Led **university-wide analysis of recruitment, admissions, and enrollment patterns** to develop specific strategies that enhanced matriculation in targeted programs.

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Pace University, New York

Held responsibility for enhancing the student experience, retention, and graduation by serving as Chief Student Services Officer and University Registrar.

ASSOCIATE VICE PRESIDENT – Student Services and University Registrar (Nov 2006 to Apr 2010)

Directed comprehensive enrollment management by developing, implementing, and leading highly effective strategies to achieve institutional goals. Oversaw staff of over **90 employees** with 10 direct reports, in addition to administering annual financial aid budget of **\$210M** and department operating budget of **\$5.7M**.

Key Achievements:

- ◆ Directed all aspects of Financial Aid, Student Accounts, Registrar, and Student Information Systems for private university with an enrollment of nearly **13K students**.
- ◆ Successfully aligned academic scheduling, financial aid, student accounts, and student records by leading and implementing **divisional reorganization initiative**.
- ◆ Reviewed and addressed **registration, payment, orientation, and immunization** issues as Chair of a cross-functional committee.
 - Assumed leadership and improved NYS immunization compliance from 71% (2007) to 95% (2008), mitigating over \$2 million financial liability to the university.
- ◆ Served as lead for **Banner ERP Student and Financial Aid** modules. Served on President’s Management Council, Provost’s Council, University Strategic Planning Committee, and Budget Committee.
- ◆ Introduced a practical approach for achieving goals by **leveraging new technological enhancements**.

Additional Experience

Director of Financial Aid, Scholarships, and Student Employment (2001 to 2006) ▪ Howard University, D.C.

Project Manager (2000 to 2001) ▪ iWERK, Royal Oaks, MI

Director of Operations and Professional Development (1997 to 2000) ▪ Central Michigan University, MI

Dean of Student Services, Director of Financial Aid, Financial Aid Assistant (1984 to 1997) ▪ Davenport University, MI

Education & Credentials**Doctor of Education – Higher Education Leadership | ABD**

Central Michigan University, Mount Pleasant, MI

Master of Arts – College Student Personnel

Eastern Michigan University, Ypsilanti, MI

Bachelor of Business Administration – Computer Information Systems

Davenport University, Grand Rapids, MI

Associate’s Degree in Business Administration – Data Processing

Davenport University, Grand Rapids, MI

Professional Development

- Harvard University | Institute for Educational Management (IEM), 2013
- Vanderbilt University / Peabody College | Senior Academic and Enrollment Services, 2012
- Harvard University | Management and Leadership in Education (MLE), 2009
- AACRAO SEM Course / AACRAO University, Enrollment Management Track, 2008

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- Cornell University | Marketing Strategy Certificate, 2020

Affiliations

- American College Personnel Association (ACPA)
- National Association of Student Personnel Administrators (NASPA)
- Accrediting Council for Continuing Education and Training (ACCET) – Public Commissioner | Vice-Chair, Executive Committee (2009-2011) | Secretary, Executive Committee (2008-2009)
- National Association for College Admissions Counseling (NACAC)
- National Association of Student Financial Aid Administrators (NASFAA)
- National Association of Student Personnel Administrators (NASPA)
- American Association of Collegiate Registrars and Admissions Officers (AACRAO)
- National Association of College Academic Advising (NACADA)