

Dr. David Tracy

SUMMARY OF QUALIFICATIONS

Thirty years of leadership experience in higher education administration with fifteen years serving on a President's cabinet. The executive-level roles consist of long-standing roles as Vice President of Student Affairs and Enrollment Management and Associate Vice President of Student Services and Technology. Member of the top higher education consulting firm in the country with high success rates at diverse college and university environments. Possess a lifelong commitment to practice excellence with transformative results in student enrollment, external partnerships, academic collaborations, resource development, and enhanced academic support programs.

An innovative and problem-solving leader setting high standards for teams, making sure we deliver on our promises. Create data and process-informed opportunities to use technology both in and outside the classroom. Communicate effectively with internal and external constituents with experience in resource development, high school partnerships, and integrated marketing campaigns and initiatives. A collaborative team member highlighted by partnerships with cabinet team members from academic affairs, finance, college communications, information technology, advancement, and human resources. My comprehensive professional experience allowed for successful projects such as professional development centers, strategic enrollment plans and projection models, fundraising and alumni engagement successes, and numerous student service as well as technological advances for colleges and universities.

Student and Learner-centered college administrator with a comprehensive and expansive level of leadership experience that includes numerous departments in student services, enrollment management, marketing and communications, external relations, institutional research, human resources, and community partnerships. An experienced innovator and collaborator on private/public partnerships, statewide bid selections, University reverse transfer, chair of statewide leadership groups, and University dual-matriculation agreements.

Effective budget management, strategic planning, and project management experience leading to effective and enhanced operations. Expertise in state-level performance funding, access and completion metrics, and "moving the needle" and closing achievement gaps for underrepresented populations (Ex. Men of color success rate improvement). Leadership and success with the business community, campus site management, early college initiatives, dual enrollment (100 Males to College), and college access programming and grants. Experience attracting and retaining students from both urban and rural areas in multiple states.

EDUCATION

UNIVERSITY OF THE CUMBERLANDS
HIGHER EDUCATION LEADERSHIP
DOCTOR OF EDUCATION, EdD

UNIVERSITY OF MASSACHUSETTS AMHERST
COMMUNITY COLLEGE LEADERSHIP ACADEMY
EDUCATION POLICY, RESEARCH, AND ADMINISTRATION DEPARTMENT

UNIVERSITY OF MAINE
Master of Education, M.Ed.
High Honors 3.9 GPA

UNIVERSITY OF MAINE
Bachelor of Arts, Psychology, BA
Dean's List 1984-87, GPA 3.0

EMPLOYMENT

THE REGISTRY FOR COLLEGE AND UNIVERSITY PRESIDENTS 2019-Present

Higher Education Executive Consultant

Executive consultant for the Registry, a top national firm specializing in executive placements throughout the United States. Established a national reputation as a professional consultant for colleges and universities. Provide college and universities expertise and leadership in student affairs, enrollment management, marketing, external relations, diversity and inclusion, institutional research, advancement, academic support, and workforce development. The interim assignments highlight the success of my transformative approaches in leading teams to success and addressing systemic issues. Consistently perform above expectations and set the conditions and provide the tools and structures for institutions to continue their successful strategies and remain viable in our quickly changing higher education landscape.

LOYOLA UNIVERSITY NEW ORLEANS

2023-2024

Interim Vice President for Enrollment Management

Chief Enrollment Management Officer leading the division of enrollment management through transitional phases of new leadership and organizational change. Implementing strategic enrollment management plans for the university in close collaboration with academic deans and leadership. I am evaluating and improving recruiting strategies, scholarship models, and visitor experience to improve student access and success. Operating in partnership with the President and cabinet members, in particular, the provost and fiscal affairs.

The Enrollment Management division encompasses functions that range from marketing, recruitment, admissions, financial aid, and student financial services. Work closely with other leadership team members to strategically address the universities opportunities and challenges in their unique market segmentation and higher education environmental conditions. Present and update the college community and board of trustees on new initiatives, current trends, and address concerns and opportunities.

Manage and develop the division's multi-million dollar budget and work closely with budget managers and finance members as I create a new organizational budget structure for the division. Transforming LOYNO's enrollment processes and implementing a series of strategies that will improve the decisioning and scholarship awarding metrics. The recruitment and retention strategies will create innovative tools that address student access and success in traditional and non-traditional populations.

Developing strategies in collaboration with the college communications office to market college programs and services to new and non-returning students. Developing additional metrics in conjunction with Ruffalo Noel Levitz to measure campaign impact and effectiveness by evaluating enrollment funnel data to inform adjustments to recruiting and enrollment efforts. Updating accreditation standards for the enrollment management division of the university in preparation of the on-site reaffirmation committee visit in 2024.

UNIVERSITY OF MAINE FORT KENT (UMFK)**2021-2024****Interim Dean of Enrollment Management/Consultant**

Provide leadership, direction, and consultation for the University's recruitment, marketing, admissions, and enrollment operations and strategies for all students. Creating strategic and connected recruitment, access, and enrollment plans for a rural university with distinctive programs in northern Maine. Strategies developed to increase yield rates of applied, admitted, and enrolled students. Coordinate admissions and marketing initiatives with partner departments such as advising, financial aid, and the Registrar's office. Collaborate with numerous academic departments at the University on student outreach events, program days, and open houses.

Through my leadership, the team remains committed to new recruitment plans that include various approaches and formats to connect with potential students. My strategies effectively aligned the University's student communication plans with applicant and current student progression. With the assistance of the University president and other cabinet members, several initiatives were implemented to reverse the significant five-year downward trend in enrollment. Enrollment Management, Academic Affairs, and Student Affairs team members collaborate through the strategic enrollment management committee and identify the University's opportunities and challenges. Initiated plans to restructure the recruiting and marketing approach to re-engage local recruitment markets and leverage the strength of their dual-enrollment program.

UNIVERSITY OF MARYLAND EASTERN SHORE (UMES)**2021-2022****Interim Executive Enrollment Management Consultant**

Provided leadership, direction, and consultation for the University's recruitment, marketing, admissions, and enrollment operations and created impactful strategies for incoming students. Creating strategic and connected recruitment, access, and enrollment plans for the Historically Black Doctoral Research Institution on the Eastern Shore of Maryland. Initiatives leveraged UMES's reputation and rankings as a top 20 HBCU and ten best college in Maryland. Strategies resulted in 20% higher yield rates of admitted students. Coordinated admissions teamwork with partner departments such as marketing, advising, financial aid, and the Registrar's office. Collaborated with numerous academic departments at the University on student outreach events and calling campaigns.

Coming out of the pandemic, the team has developed new recruitment plans that included various approaches and formats to connect with potential students. My leadership drive innovation that relied on enrollment-funnel data to inform practices at UMES. Engaged other enrollment management, academic affairs, alumni relations, and student experience team members to collaborate on the University's opportunities and challenges during their declining enrollment conditions. Implemented a plan to

restructure the recruiting outreach approach and expand territories to create a national footprint for the University.

Served on the team to review and select a marketing and research firm for new UMES rebranding and image campaigns. The University sought to leverage a strong regional identity and reputation to create a more effective series of marketing tactics. Managed and developed division budgets and work closely with college marketing to coordinate and leverage our joint initiatives. Transformed the admissions team's outreach and workflow through a new CRM for the admissions department, information technology, and enrollment management offices. The project eliminated duplicate efforts and provided UMES with the funnel data necessary to evaluate and plan for each upcoming recruitment cycle. Through a collaborative process, my teams implemented additional recruitment and engagement strategies. Developed metrics to measure campaign impact and effectiveness. Evaluated workflow and web-based functions that improved the process from inquiry to enrollment. Developed strategies for peak application and registration periods for a university that operates through rolling admissions. Initiated collaborative partnerships and agreements with academic affairs recruiters and alumni ambassador networks.

HARRISBURG AREA COMMUNITY COLLEGE

2020-2021

Interim Vice President of Student Services and Enrollment Management

Chief Student Affairs Officer leading the division of student affairs and enrollment management through transitional phases of the recent one-college reorganization. Implemented strategic enrollment management plans and remote work strategies to improve student access and success. Operated in conjunction with the President and cabinet members, such as the provost on the academic schedule, multiple measures, self-placement, institutional policies, English co-requisite pilots, and program enrollments and effectiveness. Collaborate with various departments at the college to achieve the goals and mission of the institution. Through a multi-campus structure, HACC, the largest and oldest community college in Pennsylvania, provides access to students from 11 counties in Central Pennsylvania.

The Student Affairs and Enrollment Management division encompasses functions that range from academic advising to online course registration and graduation verification. Work closely with other leadership team members to strategically address the college's opportunities and challenges in these unique environmental conditions. Present and update the college community on new initiatives, current trends, and address concerns and opportunities.

Managed and developed the division's twenty million dollar budget and worked closely with budget managers and finance members as the college moved from a campus-based to a one-college budget structure. Transformed HACC's enrollment processes and recommended a portfolio of technological updates to improve workflow and capacity. The recruitment and retention strategies created innovative tools that addressed student access and success in traditional and non-traditional populations. Through a collaborative process, my teams developed and implemented numerous student access and engagement strategies.

Developed new strategies in collaboration with the college communications office to market college programs and services to new and non-returning students. Develop planning structures to measure campaign impact and effectiveness. Evaluate enrollment funnel data to inform adjustments to recruiting and enrollment efforts. Plan and evaluate workflow and web-based functions that improve the overall process of enrollment from recruitment to graduation. Creating strategies for peak application and registration periods in a remote work environment requires a staff-intensive approach.

MASSASOIT COMMUNITY COLLEGE

2010-2024

Vice President of Student Services and Enrollment Management

2010-2020

Adjunct Professor: Social Science Division

2010-2024

As the Chief Student Affairs Officer, I oversaw the division of student services, enrollment management, college communications, institutional research, the office of College Diversity, minority male mentoring, disability services, and academic support services. Created strategic enrollment management plans and implemented new guided pathways strategies to increase student access and success. Partnered with the academic affairs and finance division on enrollment and revenue projections, self-placement, academic scheduling, academic policies and procedures, co-requisite pilots, and program enrollments and effectiveness. Collaborated with various departments at the college to achieve the goals and mission of the institution. Through a multi-campus structure, Massasoit provided access to students from the urban populations of Brockton and South Boston, Massachusetts, to the rural communities on the south shore.

Transformed the student services and enrollment management division that encompassed functions that range from application to academic advising to online course registration and graduation verification. Worked closely with other leadership team members and the President of the college to strategically address opportunities and challenges faced by the college. Frequent presenter to the college community and board of trustees on new initiatives, enrollment trends, and the concerns and opportunities that the college faced.

Managed the division budget of approximately seven million dollars and coordinated with the director of facilities on adaptation and renewals projects; over seven million dollars were dedicated to the renewal of our student center. The building projects created spaces for student assessment, veterans' services, advising, career services, counseling, and tutoring and academic support. Successfully motivated the teams implementing strategies and plans to increase enrollment and mitigate declines in student enrollment. Unlike similar institutions in the state, enrollment growth continued at Massasoit until 2015 and leveled off slightly since the 2015 peak. Collaborated with academic deans and department chairs to develop successful programs and policies that fostered enrollment and student success. United efforts of the senior leadership team with the college president on initiatives that included new academic program development, student retention, student service realignment, and college expansion.

Transformed enrollment processes, created a comprehensive portfolio of recruitment and retention strategies, built capacity for enrollment service functions, and created innovative tools that help us

prepare for student access and success in traditional and non-traditional areas. Through a collaborative process, my teams implemented numerous student engagement strategies that improved early college partnerships, admissions yield rates, new student orientation and engagement, current and non-returning student outreach, early-alert connections to faculty and advisors, and the implementation of data-informed success strategies.

Led the effort to enhance department effectiveness through information technology enhancements; recent upgrades included document imaging, online recruitment forms, an online admissions application, DegreeWorks, GradesFirst Early Alert software, College Scheduler, DonorPerfect, Argos, Network for Good, and AcademicWorks. Serve as the executive sponsor on software implementation teams to enhance and leverage software for multiple functional areas on campus. Developed new strategies to market college programs and services to new and non-returning students through the office of college communications and marketing. Edited new layout and printing material for the college recruiting effort to increase enrollment and application yields. Redesigned work flow and recruiting efforts, becoming more efficient, productive, and responsive to students.

Transformed web-based functions that improved the processes from recruitment to graduation. Created new models for programs such as open house and program days, priority registration, academic advising weeks, recruit back efforts, "Fast-track" days, online orientations for veterans, mandatory new student orientation, transfer credit review, academic program changes, call centers, and early alert notifications of first-year and at-risk cohorts. Served as the college co-director for the Title III Grant, Strengthening Teaching and Advising for the Retention of Students (STARS). The role involved hiring staff, planning essential requirements of the grant, meeting benchmarks, and assessing and reporting progress results. We organized teams in academic and student affairs to increase first-year student persistence. Served as the grant director for Massasoit's successful Vision Project Grants, including hiring new staff, planning essential requirements of the grant, assessing and reporting progress and results, and adhering to the state grant guidelines.

BRISTOL COMMUNITY COLLEGE

2007-2010

Associate Vice President of Enrollment Services and Technology

Administrator in charge of Admissions, Financial Aid, Course Registration, Student Records, Advising, Testing, and other enrollment services functions. Planned and implemented new strategies to effectively handle student enrollment increases and create an effective program-based recruiting system for the college. We enhanced department effectiveness through information technology and process enhancements. Coordinated the scheduling project with the Academic Affairs division on a new academic schedule model and program enrollments. Served as the college activity director for Bristol's Title III Grant, the Connected College; this involved hiring new staff, planning essential requirements of the grant, assessing and reporting progress and results, and adhering to federal grant guidelines. Collaborated with various departments at the college to achieve the goals and mission of the institution.

Optimized the enrollment management and technology division and transformed functions that moved

students from inquiry to application to financial aid award to advising to registration to graduation verification. Teamed up with Academic Deans to develop successful programs that fostered enrollment and student success. Frequently worked on behalf of the President on project work and to resolve student issues and complaints. Managed the enrollment growth from 6900 students in 2006 to 8757 in the fall of 2009, a 27% increase in three years. Enrollment growth continued as we streamlined our enrollment processes, analyzed enrollment service functions, and prepared for future student growth and college access. Also, we realized greater efficiencies with the number of course sections and fewer canceled course sections in each of the Fall, Spring, and summer sessions. In close collaboration with the Academic Affairs division, we moved to a two-day (MW, TR) schedule matrix in the Spring of 2010.

Managed information technology projects to enhance the Enrollment and Student Services area. Redesigned the course schedule development in close collaboration with the division of Academic Affairs. Coordinated with the Vice President of Academic Affairs and Division Deans to build a dynamic fall, spring, and summer schedules resulting in significant enrollment increases.

Developed new strategies to market under-enrolled programs through the office of college communications. Edited new layout and printing material for the college recruiting effort to increase new student enrollment and application yields. Planned and evaluated recruiting efforts and redesigned our programs to be more efficient and productive. Created new models and enhanced existing student registration, testing, and advising days, and Family Night Programs. Developed strategies for peak application and registration periods, including developing a temporary call center to back up the Enrollment Center during peak times.

Joined forces with the information technology department on Web registration, online application features, notifications, and checklist updated features in the Admissions module. Transformed the process to review transfer credits, program changes, academic policy and degree histories, and audits for students and staff. Served as the college activity director for our new Title III Grant, the Connected College. This role involved hiring new staff, planning essential requirements of the grant, and assessing and reporting progress and results. Strong collaborations between academic and student affairs moved our teams to connect divisions to increase first-year student success and persistence.

**SOUTHERN MAINE COMMUNITY COLLEGE
SOUTHERN MAINE TECHNICAL COLLEGE**

1991-2007

Associate Dean of Enrollment Services

Administrator in charge of admissions outreach, advising, testing, college acceptance, course registration, and other enrollment services functions. Planned and implemented new strategies to increase enrollment and effectively handle the impact on the Enrollment Services department. Reporting to the Vice President for Academic Affairs during the 2004-2007 period, we made significant curriculum changes and program requirement changes for most programs. Also, we moved from a Technical College to a Community College philosophy and vision. Led the enrollment management team that fostered, managed, and supported the tremendous enrollment growth from 2500 students in 2003 to 4760 in fall 2006, a 90% increase in three years, or nearly double their 2003 enrollment number. Developed new layout and printing material for recruiting season to increase new student enrollment and application yields. Collaborated on creating a print on demand process for inquiry follow up that saved money and decreased wait time for prospective student information requests. Through this strategy, the college realized enormous growth in all programs but, in particular, with technical programs. The state community college system adopted a form or the "Envision the Future" branding.

Designed a new assessment program for the college using an online testing product, Accuplacer, and engaged with faculty and staff to develop cut scores, course placement, and acceptance criteria. Acceptance criteria evolved to include SAT, ACT, and previous college course work. Partnered with faculty and staff to adjust cut scores, course placement, course prerequisites, course enrollments, and new course sections. Helped establish ESL courses, an additional level of developmental reading and writing, and a second language learner center. Managed budgets and planned programs for the enrollment services area. Published the assessment handbooks, advisors guide, college student handbook, career center newsletter, and student satisfaction and retention reports.

Director of Student Development

Administrator in charge of career services, residential life, student life, new student orientation, and college retention initiatives. Manage budgets and plan programs for the Career Center, four residential facilities (three on campus, and one off-campus, Portland Hall).

Planned, implemented, and enforced residence hall policies and procedures. Served as a disciplinary officer for issues involving student life. Worked as a member of a system-wide administrative team to review and make final recommendations to the system office to award the \$90 Million bid to build five new residence halls across the state. Developed surveys and policies for the career services department and facilitated relationships between employers and the college about internships, job fairs, and employment opportunities. The CAPP Apprenticeship program with Portsmouth Naval shipyard highlights my innovative approach to assist employers. Counseled potential students, current students, and alumni on issues that range from career goal clarification to finding relative employment.

Published the college student handbook, career center newsletter, student satisfaction and retention reports, and residence life handbooks. Chaired the college Retention Committee and served on various campus committees that relate to student development. Advised the student government in the capacity of Senate Advisor on issues that affected the student body and acted as a liaison between the Student Senate and the Executive Staff. Worked with the Senate on operating budgets, conflict resolutions, and student grievances. Worked with a dining hall consultant and food service staff to implement new

initiatives in the food service department. Worked closely with various campus departments to create an atmosphere that promoted wellness and academic success.