



PROFESSIONAL SUMMARY

Vision-driven professional with career-long record of higher education admissions, enrollment strategy development, and consulting success for leading universities

Seasoned professional with 30+ years of experience in higher education and operational leadership, specializing in student success with a proven track record of enhancing student outcomes through strategic marketing, recruitment, and retention initiatives. Expert in increasing student populations on multiple campuses by leveraging international and domestic recruitment strategies. Demonstrated ability to drive growth and innovation, particularly in higher education, by optimizing student recruitment efforts and improving retention rates. Adept at developing and implementing comprehensive strategies that align with institutional goals, enhancing student support services, and ensuring academic and personal success for a diverse student body.

CORE COMPETENCIES:

- | | | |
|------------------------|--|-------------------|
| • Marketing Automation | • Higher Education Consulting experience | • Finance |
| • Sales | • Graduate and Undergraduate Enrollment | • Marketing |
| • Technology | • International Student Recruiting | • Human Resource |
| • Predictive Modeling | • Customer Support | • Staff Education |
| • Financial Leveraging | • Business Development | • Course design |

PROFESSIONAL EXPERIENCE

VISITDAYS, NEW YORK, NY, January 2016 to Present
Education Technology Company with focus on college access for students
CHIEF OPERATING OFFICER- Partner

- Demonstrated expertise in college admissions by designing and directing an innovative Enrollment Management Services division for both small and large universities, including institutions such as Stony Brook University, UMass Boston, and Florida Gulf Coast. Services included creating comprehensive recruitment plans, implementing digital marketing strategies, providing admissions training, redefining the prospective student experience on campus, and refining technology to improve overall student enrollment.
- Work closely with the CEO to provide oversight of the technology team, product, design, sales, human resources, and customer support in a startup environment.
- Oversaw program impact data collection, including onboarding and integration of the VisitDays technology platform, resulting in a 200% increase in customer satisfaction and a 150% increase in user adoption.
- Managed financial revenue forecast and expenditures, instrumental in tripling revenue in a startup environment, resulting in a 300% increase in annual revenue.
- Designed and directed an innovative Enrollment Management Services division for the company, resulting in a 50% increase in student enrollment through the creation of a recruitment plan, digital marketing, and admissions training.
- Liaised with over 100 college and university Vice Presidents of Enrollment, resulting in a 30% increase in enrollment through the modern approach of leveraging technology to pre-qualify prospective student interest.
- Guided and mentored multiple College Presidents, Chancellors, and enrollment officers, resulting in a 40% improvement in leadership effectiveness and operational efficiency.
- As an answer the COVID-19 epidemic, I worked closely with our team to develop a virtual College Fair platform and hosted the largest virtual college fair events in the United States
- Developed international virtual communities all around the world, saving our customers time and money traditionally necessary to recruit international students, resulting in a 25% reduction in recruitment costs.
- Developed and presented financial proformas and agreements, ensuring financial viability and strategic alignment with organizational goals.
- Demonstrated willingness to travel for meetings and conferences, enhancing partnerships and expanding business opportunities.

- Identified, negotiated, and executed complex legal agreements with over 50 higher education institutions and technology partners, resulting in a 40% increase in strategic partnerships and a 20% reduction in operational costs. Successfully navigated intricate legal landscapes to secure favorable terms, ensuring compliance and mitigating risks.
- Helped build an AI analyst that allowed colleges and universities to visualize and analyze their data.

LICAS, NEW YORK, NY, June 2010 to 2016

A higher Education management consulting firm that works with multiple colleges and Universities with a focus on Enrollment Management, Financial Aid, Marketing, and technology.

Partner

Consulting Engagements:

- **Union University:** Originated and implemented a training course to empower admissions counselors, generating greater opportunities for enrollment, resulting in a 20% increase in enrollment.
- **Pine Manor College:** Recruited by the Board of Trustees to support recruitment and develop an enrollment plan, resulting in a 50% increase in international student enrollment.
- **Redeemer University:** Appointed by a Canadian Christian School to enhance marketing through automation, resulting in a 40% increase in lead generation and conversion.
- **Marywood University:** Hired to design and launch a new CRM, heightening their enrollment efforts by developing an international recruiting plan, resulting in a 50% increase in international student enrollment.
- **Notre Dame of Maryland:** Employed by the small women's school to originate an effective communication plan for potential students and parents.
- **Stevenson University:** Assimilated and enriched their recruiting strategies and business operations into a fresh CRM.
- **Rush University:** I created and established a drip campaign comprising predictive models to target students and parents with a higher enrollment propensity to engage prospective health students for a leading medical university.
- **High Point University:** Joined an effective CRM with current business practices as well as provided expert advice regarding the recruitment of international students through cultivating agent connections.
- **Wittenberg University:** Restructured and redesigned their communication plan to ensure that a top-quality narrative was delivered to Sophomores, Juniors, and Senior HS students.
- **College of Southern Maryland,** two-year community college: Modified and advanced their current recruiting plan and marketing initiatives while implementing a modern recruitment strategy in order to achieve enrollment goals.
- **Loyola Marymount University Los Angeles:** Established a successful retention plan that utilized the use of technology to track at-risk students
- **Loyola University Maryland:** Redefined the university's enrollment design and automated processes employing their current CRM.
- **Susquehanna University:** Enriched their enrollment plan throughout the transition from a legacy CRM, including predictive models, telecounseling, international student recruitment, and retention strategies.
- **University of Advanced Technology:** Facilitated the promotion of their marketing initiatives with a concentration on expanding enrollment.
- **Vancouver Film Academy:** Implemented a reclassified enrollment plan that included marketing initiatives, enrollment predictability, staff allocation, and recruiting for domestic and international markets.
- **New York Medical College:** Executed a strategic admission plan focused on recruiting students with an interest in the graduate health program, comprising advertising and direct marketing, ultimately increasing yield.
- **Niagara University:** Educated and coached staff on methods for recruiting and retaining international students.
- **AMDA – American Musical and Dramatically Academy:** Initiated an enrollment design as well as recruited competent staff while instructing them on ways to maximize enrollment in the performing arts field.
- **Columbia University School of Professional Studies:** Conceptualized and launched an Insurance Management program for the School of Professional Studies in partnership with faculty and industry experts to further the program. Accomplished faculty interviews, enrollment benchmark generation, and curriculum design.
- **Kings Education:** Fostered five international pathway programs across various universities; programs currently have over 1200 international students.
- **Canisius College:** Progressed a valuable international recruitment plan and contributed to the development of a pathway program.
- **Polytechnic University of Puerto Rico:** Architected a comprehensive enrollment plan for international students with potential channels for students in multiple countries.

- **Universidad Del Sagrado Corazon:** Formed an aggressive strategy that resulted in higher enrollments after the hurricane when many colleges and universities in Puerto Rico suffered enrollment declines due to many young Puerto Rican students migrating to the U.S.; asked to join the board of the university.
- Developer and owner of an advanced Customer Relationship Management (CRM) and Learning Management System (LMS).

MANHATTANVILLE COLLEGE, PURCHASE, NY, June 2005 to June 2010

VICE PRESIDENT OF ENROLLMENT MANAGEMENT AND FINANCIAL AID

- Propelled admission rates for a college in crisis by designing and implementing innovative recruitment, retention, and marketing strategies, resulting in the college selling more than 50% of its land to support operations while in default on \$27 Million of its debt, and a 200% increase in student enrollment.
- Amplified enrollment from 1,240 to more than 3,000 total undergraduate and graduate students, and improved the average SAT score by over 20%, resulting in a 150% increase in student enrollment.
- Expanded the market area, moving from 95% local enrollment to 50%, with 48 states presently represented.
- Launched international recruitment efforts, culminating in 20% of students arriving from 76 different countries, resulting in a #12 spot for the college as the most diverse campus by Princeton Review's Guide to College.
- Assembled a new student body that advanced the college from being a tier four institution to tier one in the US News and World Report Rankings.
- Promoted the effort to brand Manhattanville as a student-driven campus with around-the-clock access to facilities, technology, and programs.
- Developed a predictive model that forecasted 80% of the students enrolled at Manhattanville College, resulting in a 90% accuracy rate.
- Developed a Financial Leveraging strategy that allowed for the allocation of Federal and State Aid while increasing enrollment and student profile, resulting in a 30% increase in financial aid allocation.

DEAN OF ADMISSIONS AND FINANCIAL PLANNING, June 2004 to May 2005

DIRECTOR OF UNDERGRADUATE ADMISSIONS, June 1995 to June 2003

ASSISTANT DIRECTOR OF ADMISSIONS, June 1994 to May 1995

ADMISSIONS COUNSELOR, September 1993 to June 1994

EDUCATION AND CREDENTIALS

MASTER OF LIBERAL STUDIES, 2003
Manhattanville College, Purchase, NY

BACHELOR OF ART (B.A.) IN POLITICAL SCIENCE, 1993
Manhattanville College, Purchase, NY

FEATURED COLUMNS

- LinkedIn: "Transforming Higher Education: How AI Gambit Drives Data-Driven Success at Universities", 2024
- VisitDays Blog: "Navigating the Challenges of Modern Higher Education: A Personal and Analytical Perspective", 2024
- LinkedIn: "Unlocking Student Success: The Power of Predictive Modeling and Engagement", 2023
- LinkedIn: "Understanding Economic Growth in International Recruiting Markets: The Rise of the Middle-Class Around the World, 2023
- Greenwich Community Television: "The Retired Men's Association presents Jose Flores, "\$50 Grand for College! Why?", 2011
- The Journal News: "Ousted by war, going to college in U.S.", 2010
- Yonkers Rising: "YPIE Offers College Prep Series for Yonkers' Spanish-Speaking Families", 2010
- 10/2008-Times Tribune: "Manhattanville College Offers New Scholarship for Qualified Westchester Students", 2008
- Channel 12 Morning News: The College Application Process- September, 2008
- Dos Mas UNO Canal 2: International Students and Access to Higher Education, 2008
- El Caribe "Una Nueva Opcion", 2007

- Periódico Hoy: "Un soporte para los jóvenes de buen rendimiento escolar", 2007
- Lohud.com: Hall Monitor "Let's Talk Admissions", 2007
- NBC News: The Rising cost of Education, 2006
- Mango TV Canal 17: Learning about the United States Higher Education, 2001
- Manuel Guerrero Canal 9: Scholarships in the United States, 2000
- Show Del Medio Dia Cana 9: The Correct Preparation in High School to Study in the US, 1999
- New York Times "Tennis Opens Marketing Window for College", 1998

PROJECTS

VISIT DAYS GROWTH

- Developed of a team that was able to triple revenues during the COVID-19 epidemic, resulting in a 300% increase in revenue.
- Developed and supervised a staff that included a higher education consulting team, customer support, sales, finance, marketing, technology, and human resources.
- Developed a virtual college fair platform that hosted the largest college fairs in the United States

MANHATTANVILLE COLLEGE TURN AROUND

- Significant track record of enrollment success, resulting in a 233% increase in undergraduate enrollment over a fifteen year period, and a 58% increase in graduate enrollment over a five year period.
- Drove the efforts to increase annual revenue from \$20 Million to more than \$60 Million, resulting in a 200% increase in annual revenue.

PREDICTIVE MODELING

Developed a predictive model that forecasted 80% of the students enrolled at Manhattanville College, resulting in a 90% accuracy rate.

FINANCIAL LEVERAGING

Developed a Financial Leveraging strategy that allowed for the allocation of Federal and State Aid while increasing enrollment and student profile, resulting in a 30% increase in financial aid allocation

CREATED THE OFFICE OF STUDENT FINANCIAL SERVICES

Developed a one-stop student concierge service that handled academic, registrar, financial aid, and student account questions and resolutions, resulting in a 25% improvement in student satisfaction and issue resolution.

DEVELOPMENT OF PATHWAY PROGRAMS

Established five international student pathway programs, and developed key International Partnerships focused on the recruitment of international student, resulting in over 300 million dollar increase in international student enrollment.

INTERNATIONAL RECRUITMENT OUTREACH

- Built a network of international agents that assist colleges and universities in the recruitment of international students, resulting in a 50% increase in international student recruitment.
 - Agent located in Pakistan
 - Agents Located in China
 - Agents Located in Taiwan
 - Agents Located in Costa Rica
 - Agents located in Brazil
 - Agents located in Ecuador
 - Agents located in Mexico
 - Agents located in India
 - Agents located in Indonesia
 - Agents located in Korea
 - Agents located in Vietnam

AWARDS AND HONORS

- NYSACAC Rising Star Award
- Manhattanville College HEOP Award
- John Dewy Academy Award
- Manhattanville College Dominican Republic Alumni
- Board Award
- NYSACAC Presidents Award
- Manhattanville College Administrator of The Year Award
- Manhattanville College Puerto Rico Alumni Board Award

PROFESSIONAL AFFILIATIONS

- Jandon Scholarship, Board Member
- Universidad del Sagrado Corazon, PR-Board Member
- New Horizons Schools of Santo Domingo, DR Past-Board Member
- Former President of New York State Association of College Admissions Counselors
- Presidents Council Committee, National Association of College Admissions Counselors
- Assembly Delegate, National Association of College Admissions Counselors
- Conference Committee member, New York State Association of College Admissions Counseling
- Legislative Session Committee, New York State Association of College Admissions Counseling
- Coming Together Conference Committee, New York State Association of College Admissions Counseling
- Fundraising Committee, New York State Association of College Admissions Counseling
- Middle States Accreditation Committee, Manhattanville College
- Budget and Finance Committee, Manhattanville College
- New Building Committee, Manhattanville College
- Strategic Planning Committee, Manhattanville College
- Faculty Admissions Committee, Manhattanville College
- Faculty Assembly, Manhattanville College
- Technology Implementation Committee, Manhattanville College
- Former Member of the Westchester Putnam Rockland Counseling Association
- Former Member of the Hispanic Heritage Committee of Westchester County
- Columbia University Insurance Management program Board

ADDITIONAL INFORMATION

Languages: English, Spanish (Native), Portuguese (Beginner), French (Beginner)

Technical Proficiencies: Dynamics CRM (Recruit), Salesforce, Slate, Jenzabar, Colleague, Banner, Hobsons CRMs, Freshsales CRM, Zoho CRM, Hubspot, Rapid Insight (Veera Construct, Veera Predict) Windows, Mac OS, Microsoft Office Suite, Microsoft Project, Access, Slack, intercom

Interests: Learning Foreign languages, predictive analytics, tennis, swimming, spending time with family