

TAMIKA L. DAVIS, Ed.D

PROFESSIONAL SUMMARY

Dynamic and entrepreneurial executive with over twenty years of leadership experience encompassing fifteen years of experience in higher education, eight years of progressively responsible leadership in enrollment management, six years in professional services industry, and five years in community-based, non-profit organizations. Proven track record in recruitment & admissions operations, academic coaching & advising, program development, and change management. Demonstrated ability to create and implement data-informed strategic enrollment management plans, develop innovative enrollment strategies, and foster relationships with internal and external stakeholders.

Experience serving in system-level leadership roles, leading broad-scale change and statewide initiatives to positively impact student outcomes by aligning policies, processes, and resources across 12 campuses and five satellite locations.

IMPACT HIGHLIGHTS

- Met enrollment goals prior to and after the pandemic with these trends emerging during my tenure from 2022 to 2024:
 - Increased enrollment of new students by 18%
 - Increased enrollment of stop out students by 39%.
 - Increased Black/AA student enrollment by 26%
 - Increased Latine student enrollment by 21%
- Certified by Jobs for the Future (JFF) and Achieving the Dream (ATD) as a Student Success Coach. Coached four Connecticut ATD community colleges in identifying and implementing sustainable student-centered solutions to mitigate student barriers and improve outcomes.
- Led Enrollment Management Division (over 300 employees) through institutional merger of 12 individually accredited colleges to one singly accredited college securing New England Commission on Higher Education (NECHE) accreditation and US Department of Education (ED) approval, while aligning and standardizing enrollment processes which includes: recruitment, admissions operations, enrollment services/registrar functions, advising, and financial aid.
- Increased access to enrollment data with the development of dashboards allowing faculty/staff to track disaggregated student trends and outcomes across admissions operations, advising, financial aid. Data transparency significantly increased activities around student outreach and retention strategies based on Fall 24 trends showing an 9% comparative increase for new and continuing students.
- Oversaw and led the launch of Guided Pathways initiatives related to recruitment and admissions operations across a system of 12 community colleges designed to create equitable outcomes for students which included:
 - Development of wireframe for a single college website
 - Launched and streamlined one college application for CT State
 - Authored policy to remove the application fee as an equitable step in eliminating a student access barrier, which was approved by the CSCU Board of Regents.

- AACROA ASCEND Leadership Scholar, completed a year-long intensive program dedicated to developing strategic enrollment management (SEM) leadership.

KEY SKILLS & COMPETENCIES

✓ Strategic Enrollment Planning & Forecasting	✓ Budget Management	✓ Relationship Building
✓ Recruitment & Marketing Strategies	✓ Staff Development	✓ Change Management
✓ State and Federal Regulatory Compliance	✓ Streamlining of Processes	✓ Data Analysis and Reporting

HIGHER EDUCATION EXPERIENCE

Interim Vice President of Enrollment Management

8/2022 – Present

CT State Community College, New Britain, CT

The sixth largest public two-year college in the US and largest in New England with 12 campuses (18 locations), and over 6700 employees serving 70K diverse students (35K credit and 35K noncredit). CT State serves students in suburban, rural, and urban communities across 169 towns. Five of our campuses are Hispanic Serving Institutions.

- Provide leadership and strategic vision for enrollment management functions at a statewide community college with 17 instructional locations. Enrollment management oversight includes recruitment, admissions operations, advising, registrar/enrollment services functions, and financial aid.
 - Responsible for leading enrollment division across all campuses through the merger process by supporting the college accreditation process.
 - Obtain approvals of federal governing agencies such as the U.S. Department of Education, the Office of Higher Education, U.S. Department of Veteran Affairs, and the Department of Homeland Security for CT State.
- Develop, track, and assess enrollment projections and targeted goals for our 12 primary campuses.
- Assist with development of the CT State transitional strategic plan to develop a cohesive vision across all areas.
- Develop key partnerships across national and community-based organizations as well as K-12 partners to strengthen enrollment pipeline and student retention efforts.
- Lead the development of benchmarks and audit processes to standardize assessment practices across all enrollment management functions.
- Promote institution-wide recruitment, retention, and transfer pathway initiatives, and collaborate with faculty, staff, administration, and students to implement plans.
- Oversee the development and application of policies and procedures that impact students and operations across enrollment management offices.
- Develop integrated marketing strategies in collaboration with the marketing department across social media platforms to boost enrollment, expand the awareness of our brand and the free community college program as well as increase attendance at in person and virtual events.
- Develop targeted enrollment processes to support diverse and special populations of students such as dual enrollment, first generation, ESL, non-traditional learners, culturally/ethnically diverse students, and Second Chance Pell.

- Manage a \$19M budget across enrollment management division in alignment with CT State's strategic vision and goals ensuring efficient allocation of resources across multiple projects and initiatives.
- Utilize technologies such as Banner, CRM Recruit, CRM Advise, Intersect EAB, You Visit, Go2Orientation, Hyland Transcript Capture, Hyland OnBase, and QLess to positively impact enrollment processes, increase data collection, and improve the student experience.
- Collaborated with Academic & Student Affairs to inform enrollment strategies and identify areas of focus to improve student success outcomes.

Associate Vice President of Recruitment, Admissions, & Community Outreach 7/2020 – 8/2022

CT Community Colleges, Central Office, New Britain, CT

The CT Community College Central Office was established in 2020, prior to the CT State merger. The 12 community colleges maintained individual accreditation until July of 2023.

- Led and established a new strategic vision, managed change operations, and executed streamlined processes to prepare for the admissions office to transition to a one college structure.
 - Implemented various technologies, aimed at updating services and increasing student engagement, such as an online orientation platform, automated transcript evaluation process, virtual tour platform, to support the onboarding of various diverse student populations enrolling at CT community colleges.
 - Shifted all application and admissions processes online. Guided technology implementations and upgrades to aid in the elimination of paper processes involving CRM Recruit, Hyland OnBase, Hyland Transcript Capture, Go2Orientation, and Banner.
 - Directed initial SEVIS certification process required for CT State Community College campuses to enroll international students upon completion of the merger.
 - Transformed recruitment structure and strategies to facilitate statewide and regional recruitment activities that leverage external partnerships and provide more support for incoming diverse adult and traditional age learners.
- Supported the VP of Enrollment Management & Student Affairs in developing the strategic plan and performance benchmarks regarding the office of admissions.
- Integral in establishing new student enrollment goals and the development of reports to track the student application funnel.
- Evaluated and assessed success metrics, outcomes, processes, and strategies using data to ensure continuous improvement of inclusive, student-centered practices.
- Managed a \$150K budget to support statewide recruitment, admissions activities, and community outreach.
- Developed partnerships with k-12 organizations and community stakeholders to strengthen the enrollment pipeline:
 - Led the data sharing project with Connecticut State Department of Education to support seamless onboarding of CT high school applicants by providing the community colleges with data to identify essential academic and holistic student supports early in the onboarding and enrollment process.
 - Collaborated with community-based organizations to provide incoming students with mentors to assist with application/enrollment processes and acclimation to college life through the completion of their first semester.
- Led the development of new recruitment materials in collaboration with Marketing, Student Affairs, and Academic Affairs to attract new students in alignment with the strategic enrollment plan.
- Accountable for over 80 admissions staff and 18 professional staff direct reports leading specialized areas under admissions to include, recruitment & outreach, admissions operations, student orientation & onboarding, transfer evaluation, international students, and selective admissions under a centralized structure.
- Ensured compliance with policies, state and federal laws and regulations, inclusive of Department of Homeland Security, US Department of Education, FERPA, and Board policy.

Guided Pathways Manager & Student Success Center Coach**1/2018 – 7/2020**

Connecticut State Colleges & Universities (CSCU), Hartford, CT

The CSCU System office governed one online college, four public universities, and 12 public two-year colleges with a total of 85K diverse students.

- Served as both Director of Admissions at Tunxis Community College and Guided Pathways Manager at CSCU System Office from January 2018 to July 2018.
- Utilized Achieving the Dream (ATD) nationally recognized coaching techniques to support four CT community college campus level ATD teams in implementing practices aligned with the Guided Pathways and ATD holistic student support model.
- Connected campus ATD workgroups with resources and current best practices to implement innovative student-centered practices and improve student outcomes.
- Consulted weekly with National ATD Coaches to identify solutions and best practices to address challenges. Attended monthly meetings to strategize supporting campus student success teams as they adopted new practices.
- Led data sharing project between CT State Department of Education and CT community colleges to simplify application process for CT high school students.
- Participated in ongoing professional development conferences and training workshops to stay abreast of best practices.
- Collaborated with national partners and research organizations such as Jobs for the Future, Achieving the Dream, and The Dana Center to guide the implementation of new, innovative student-centered practices.
- Led and co-led Guided Pathways large statewide workgroups ranging from 35 to 105 participants inclusive of administrators, faculty, and staff. Workgroups focused on deliverables in accordance with the 12-community college merger timeline to shape policies and processes related to marketing and recruitment, onboarding and enrollment, website development, technology solutions, and holistic student support.
- Collaborated regularly with external stakeholders as well as local and national organizations to discuss student success initiatives.
- Implemented Guided Pathways practices and other student success reforms at scale across CT Community Colleges working collaboratively with faculty/staff, regional presidents, campus administrators, and other external stakeholders.
- Identified student barriers and inequities that impacted student access and retention. Developed policy recommendations for Board approval:
 - Eliminated the admissions application fee for students applying to Connecticut community colleges, which was approved by the Connecticut Board of Regents and took effect March 2018.
 - Served as a collaborating manager to develop new enrollment and advising policies that supported student success and removed student barriers. The Holistic Case Management Advising Policy was approved April 2020.

Director of Admissions**10/2014-7/2018**

Tunxis Community College, Farmington, CT

Suburban community college with enrollment of approximately 4K students.

- Achieved the College's enrollment goals through effective performance in the following essential areas: student recruitment and marketing; admissions management; international student admissions and administrative management.
- Piloted and planned Tunxis College Planning Conference to market college programs and community resources to high school students. Innovation resulted in attendance of 460 high school students, high school counselors and parents, which was over a 500% increase in attendance from previous traditional open house events.

- Managed the collection, tracking, reporting and analysis of recruitment and admissions data (utilizing Banner and excel) to improve processes and outreach strategies. Worked collaboratively with academic and student services colleagues to contribute to the retention of students by streamlining processes and services.
- Restructured admission processes and improved staff productivity by 70%.
- Created a one-stop shop model to assist in recruiting and increasing enrollment goals by streamlining all enrollment services including financial aid.
- Coordinated and delivered new student orientation at the beginning of fall semester.
- Directed the development of communication plans, marketing publications, web pages and related information for all admissions activities in collaboration with key marketing staff.
- Administered the strategic planning and budgeting processes for admissions and outreach. Managed the collection and interpretation of tracking and data analysis for all admissions and outreach processes.
- Maintained collaborative and supportive relationships with a wide array of executive, academic, and administrative stakeholders within the college, surrounding school systems, and key community organizations.
- Supervised nine professional and clerical staff in maintaining a comprehensive system of student records, and a full range of student recruitment, advising and enrollment services.

Adjunct Faculty

1/2018 - 12/2018

- Taught a First Year Experience course focused on academic skill development, academic planning, and career research.

Interim Director of Admissions

6/2014-10/2014

Assistant Director of Admissions

1/2012-6/2014

Capital Community College, Hartford, CT

Urban community college with approximately 2K credit students enrolled.

- Planned and facilitated student recruitment activities, such as high school visits, adult ed, and college fairs.
- Coordinated and planned college-wide open house events and activities.
- Assisted the counseling office by participating in academic advising for the general student body and special programs.
- Managed High School Partnership Program and created intrusive advising model for students enrolled in the program.
- Processed transfer credit evaluation requests for the general student population and special admission programs.
- Recruited and advised a diverse student body.
- Supervised two admissions staff.

College Career Pathway Coordinator

9/2011-1/2012

- Promoted the federally funded early college grant program at area high schools to develop partnerships and recruit new high school academies in the Hartford area.
- Facilitated the development of program curricula for participating high schools.
- Created and maintained articulation agreements.
- Planned and hosted program events for CCP steering committees.

- Advised students on academic and career options related to their interests.
- Evaluated and discussed the results of skills assessment tests completed by students.
- Assisted with the coordination of campus career fairs.
- Facilitated job search and job preparation workshops for students in various departments.
- Co-facilitated the first high school chapter of the National Society for Leadership and Success, as well as assisted with the development of the program curriculum.

Adjunct Faculty & Non-Credit Lecturer

9/2010-12/2017

- Taught a First Year Experience course focused on academic skill development, academic planning, and career research.
- Secured a \$10K grant and created a pilot program to provide five sections of College Success with in-class peer mentors/tutors for the 2014/2015 and 2015/2016 academic years. The college continued to fund the program beyond grant as a best practice.
- Facilitated job search and job preparation workshops for Certified Nursing Assistant Continuing Education program.

OTHER WORK EXPERIENCE

Career Counselor/Graduate Intern

9/2010-6/2011

Capital Community College, Hartford, CT

Academic Coach/Graduate Intern

1/2010-5/2010

Central Connecticut State University, New Britain, CT

Operations Coordinator

2/2006-11/2011

Resources Global Professionals, Hartford, CT

Marketing/Administrative Consultant

2/2006-10/2009

Guiding Light Youth Development & Case Management LLC, Hartford, CT

Youth Director

8/2004-9/2005

YMCA of Greater Hartford, Hartford, CT

CONFERENCE PRESENTATIONS

Understanding and Adapting to the Enrollment Landscape: Thoughts from Enrollment Management Leaders

12/11/2023

- CAPFAA Annual Conference

Achieving the Dream CRT Series:

Defining Equity

10/23/2020

Equitizing the Syllabus

11/20/2020

- Co-presented for CT Community College virtual presentations

How well are you planning? Using a program planning evaluation approach to ensure successful holistic design

10/03/2019

- Co-presented for Achieving the Dream's 2019 Holistic Student Supports Institute

CSCU Student Success Center on Guided Pathways

5/29/2019

- Co-presented for CSCA Annual Conference

CSCU Student Success Center on Guided Pathways	4/26/2019
<ul style="list-style-type: none"> Co-presented for Center for Higher Education Retention Excellence (CHERE) 	
FYS: Backwards Designed with General Education in Mind	2/18/2019
<ul style="list-style-type: none"> Co-presented at 38th Annual Conference on First Year Experience 	
Guided pathways: An integrated, system-wide approach to improving student success	4/13/2018
<ul style="list-style-type: none"> Co-presented at 4th Annual Conference on Student Success & Shared Governance 	
Everything You Need to Know: Understanding the CT Community College System	3/16/2017
<ul style="list-style-type: none"> Co-presented workshop for Connecticut School Counseling Association 	
Dissolving Prejudice through Mindfulness	10/19/2012
<ul style="list-style-type: none"> Co-facilitated with Dr. Jane Fried for Conference on Student Success & Shared Governance 	

COMMITTEE SERVICE

Strategic Planning Council, CT Community Colleges	2/2022 - 12/2022
Enrollment Management Council, CT Community Colleges	7/2020 - 6/2022
Equity Council, Founding Member, Connecticut State Colleges & Universities	8/2020 - 1/2022
PACT Appeals Committee, CT Community College	8/2020 - 8/2022
Recruitment Architecture, Co-lead, Guided Pathways/CSCU Student Success Center	1/2018 - 1/2020
Guided Pathways Task Force, Guided Pathways/CSCU Student Success Center	1/2018 - 1/2020
Holistic Student Support Redesign, Co-lead, Guided Pathways/CSCU Student Success Center	1/2018 - 1/2020
First Year Experience Workgroup, Guided Pathways/CSCU Student Success Center	1/2018 - 1/2020
Website & Streamlined Application Workgroup Co-lead, Guided Pathways/CSCU Student Success Center	3/2018 - 1/2020
Enrollment Management Committee, Tunxis Community College	12/2016 - 2/2018
Admissions Council, Co-Chair, CSCU	10/2014 - 2/2018
<ul style="list-style-type: none"> Admissions Directors from 12 community colleges and staff from the CT State College and University System Office meet monthly to discuss best practices and collectively leverage resources. Served as Co-Chair beginning 07/17. 	
Behavioral Intervention Committee, Chair, Tunxis Community College	10/2014 - 2/2018
Institutional Effectiveness Committee, Tunxis Community College	10/2014 - 2/2018
Master Advising Committee, Tunxis Community College	10/2014 - 2/2018
Transfer Articulation Pathways (TAP) Task Force, Tunxis Community College	10/2017 - 2/2018
<ul style="list-style-type: none"> Small working group of six college faculty and staff convened to help coordinate and further the implementation of the TAP degrees, TAP marketing, TAP advising, and TAP training. 	
Study Connecticut Steering Committee, CT Chamber of Commerce	2/2017 - 2/2018
<ul style="list-style-type: none"> Statewide higher education and private high school secondary education committee convened to increase opportunities for international student recruitment. 	

ORGANIZATIONS/AFFILIATIONS

- AACC – American Association of Community Colleges
- ACPA-American College Personnel Association
- NASPA-National Association of Student Personnel Administrators
- NEACAC – New England Association of College Admission Counseling
- AACRAO – American Association of Collegiate Registrars and Admissions Officers
- Delta Sigma Theta Sorority Incorporated
- INROADS Alumni

COMPUTER SKILLS & TECHNOLOGY

MS Office Suite, Ellucian CRM Recruit, Ellucian CRM Advise, Ellucian Banner

EDUCATION

Ed.D. in Educational Leadership

University of Hartford, Hartford, CT - 05/2023

Dissertation: Examining the Retention and Persistence of Incarcerated Students Prior to Their Release from a Correctional Facility

MS in Counseling: Student Development in Higher Education

Central Connecticut State University, New Britain, CT - 05/2011

Thesis: Single Parents as a Special Population in Higher Education

BA in Communications with Minor in Business

University of Colorado, Denver, CO - 05/2002