

Dan D. García

EXECUTIVE EXPERIENCE

UNIVERSITY OF TEXAS AT ARLINGTON
Arlington, Texas

October 2017 - Present

Associate Vice President for Enrollment Management

October 2017 – Present

Responsibilities

- Provide leadership and direction for all areas of recruitment, including enrollment communications and social media teams, undergraduate and graduate recruitment/admissions teams, two welcome centers, and campus tours.
- Develop new pipelines of freshman, transfer, graduate, and international students via external agreements, new markets, and strategies to attract increasing numbers of inquiries, applications, and enrollments.
- Work with academic and non-academic directors on campus, including college deans, in the development of campus-wide initiatives for recruitment and persistence.
- Collaborate with the Office of Institutional Advancement on marketing, publications, advertising, and inter-institutional relations to develop materials and messages.
- Oversee negotiation and development of international partnerships and agent contracts.
- Negotiate and develop articulation agreements and memorandums of understanding with domestic institutions of higher education, school districts, and external agencies.
- Lead the first stage of development of an RFP and planning for an enterprise CRM.

Major Accomplishments

- Redesigned the first-year student admission decision criteria, based on historical outcomes and desired class composition, which also streamlined the process for decision.
- Negotiated and signed twelve international agents to recruit for the university; the results were 870 new applications for admission and 216 new international students enrolling for Fall 2018.
- Expanded national markets for recruitment with messages tailored to attract various populations.
- Helped the institution reach highest historical enrollment of new freshmen and total student figures for Fall 2018, including enrollment of the greatest number of students scoring in the top five percent nationally on college entrance exam test scores (30+ ACT and 1350+ SAT.)

WEST TEXAS A&M UNIVERSITY
Canyon, Texas

January 2007 – August 2017

Vice President for Enrollment Management

July 2007 – August 2017

Assistant Vice President for Academic Affairs and Dean of Enrollment Management

January 2007 – July 2007

Responsibilities

- Serve as the institution's chief enrollment officer.
- Provide leadership for a division that consists of the following units: Office of Enrollment Management, Office of Undergraduate Recruitment and Admissions, Office of the Registrar, Office of Financial Aid, Office of Scholarships, International Student Office, Talent Search, Upward Bound, and Math-Science Upward Bound.
- Direct the institutional enrollment management initiatives, with a particular emphasis on recruitment; manage all components of the recruitment process, including determination of market segmentation and communication strategies, as well as oversight of predictive modeling tools.
- Develop retention programs and strategies, particularly for low-income, first-generation, and academically at-risk students.
- Develop, manage, and exercise budgetary authority oversight for division accounts totaling \$9.7 million.

- Identify opportunities for enrollment growth management, particularly as a member of the steering committee for the Strategic Plan.
- Oversee development and implementation of policies and procedures to meet enrollment targets.
- Work with academic and non-academic directors on campus, including college deans, in the development of campus-wide policies and procedures for recruitment and retention.
- Collaborate closely with the Director for Communications on marketing, publications, advertising, and inter-institutional relations to develop materials and messages.
- Negotiate and develop articulation agreements and memorandums of understanding with other institutions of higher education.
- Annual reports to the State of Texas, including: Closing the Gaps Report, Timely Graduation Report, Uniform Recruitment and Retention Strategy Report, and Affordability Report.
- Weekly reports to the President's Council regarding admissions and enrollment figures, with detailed analysis and projections.
- Chair of the following committees: Enrollment Management Committee, Scholarship Committee, and Undergraduate Admissions Appeal Board.
- Serve as a voting member on the University Foundation Board and the institution's Diversity Committee.

Major Accomplishments

- Increased total enrollment and freshman class size every year. During my first year, the freshman class increased 24%.
- Helped the institution reach its highest enrollment level in 102 years. The increases/record enrollments continued for four consecutive years until my departure.
- Total undergraduate enrollment increased 25% during my tenure.
- Out-of-state enrollment increased by 94% after three years and 328% after six years as a result of focused campaigns and a tuition restructuring that I developed, proposed, and was adopted.
- Developed and oversaw a comprehensive enrollment plan that led to the institution becoming a Hispanic Serving Institution (HSI); undergraduate Hispanic enrollment increased from 14% to 28%.
- Designed an innovative transfer student program (Destination WT) and authored articulation agreements with five community college partners.
- Developed retention programs to improve four-year graduation rates (Graduation Guarantee contract, Buff Promise Tuition Guarantee program.)
- Twice (2007 and 2013) led a redesign of an improved scholarship strategy and award matrix, which improved yields and supported enrollment goals of the institution.
- Wrote several successful external grant proposals bringing a total of \$368,264 to West Texas A&M University for recruitment-related programs and was a co-principal investigator for \$2.5 million in STEM-related projects from the National Science Foundation.

UNIVERSITY OF WASHINGTON, TACOMA
Tacoma, Washington

July 2000 – January 2007

Associate Vice Chancellor for Enrollment Services

March 2006 – January 2007

Assistant Chancellor for Student Affairs

October 2004 – March 2006

Executive Director of Enrollment Services and Student Affairs

July 2000 – October 2004

Responsibilities

- Provide leadership for a division consisting of thirty staff members in the following units: the Office of Admissions and Advising Outreach; the Office of Admissions Processing; the Office of Records and Registration; the Office of Financial Aid and Veterans Affairs; Student Counseling Center; Disability Support Services; the Office of Student Life; and, the Center for Career Services.
- Member of the Chancellor's cabinet and Executive Leadership Team.
- Chair of the Enrollment Management Committee (EMC) and coordinate the activities of three subcommittees—Recruitment, Retention, and Publications.

- Direct the institutional enrollment management initiatives, with a particular emphasis on recruitment; manage all components of the recruitment process, including determination of market segmentation, predictive modeling and communication strategies.
- Liaison with UWT Student Government, including as ex-officio member of the student administered Services and Activities Fees Committee.
- Hearing Officer for UW Student Conduct Code violations. Responsible for investigation and referral of students' academic and behavioral misconduct cases to disciplinary hearing committee, as well as to service as facilitator for those two committees.
- Ex-officio member and advisor to the Services and Activities Fees Committee (SAFC), a student led committee that determines the annual expenditures of over \$500,000.
- Collaborate closely with the Director for Public Relations and Communications on marketing, publications, advertising, and inter-institutional relations.
- Serve as a major institutional contact for community college colleagues throughout the state.
- Staff advisor to the Latino Student Organization.

Major Accomplishments

- Within six months of arriving, I designed and implemented an enrollment management plan that resulted in a 66% increase in applications. The increase and strong yields helped the institution to reach enrollment targets set by the State for the first time in five years.
- During my tenure the campus consistently met or exceeded enrollment targets by 6-18%.
- Application counts increased, enrollment yields improved, and new technologies were introduced to support campus needs and further assure enrollment targets were met.
- Improved relations with Student Government, which had been strained with the administration in previous years.

UNIVERSITY OF HOUSTON-CLEAR LAKE
Houston, Texas

February 1996 – July 2000

Interim Executive Director for Enrollment Services

September 1999 – July 2000

Assistant Director for Enrollment Services

February 1996 – September 1999

Responsibilities and Achievements as Interim Executive Director

- Direct a unit of twenty-five staff, including ten professional staff (four admissions counselors, two recruiters, an assistant director of admissions, a records manager, a marketing specialist, an events coordinator) and fifteen support staff.
- Direct the University's recruitment and enrollment-related initiatives, including the campus-wide marketing plan. This included close work with the associate deans of each school and the marketing specialist to develop ads and promotional materials using data gathered from media habits surveys, application and enrollment demographic reports, and recognized marketing strategies.
- Provide enrollment management perspectives as a member on several key committees, including the Academic Associates Council and the Educational Policy and Courses Committee.
- Manage the new student scholarship program.
- Serve as the staff advisor to the Hispanics Advancing Culture and Education student organization.

Responsibilities and Achievements as Assistant Director

- Supervise and coordinate the work of six professional staff (two admissions counselors, two international student counselors, one community college recruiter, and one graduate/business and industry recruiter.) Supervised two front counter support staff and six student workers.
- Develop and direct the university's recruiting plan and activities.
- Serve as a liaison with UHCL Office of Multicultural Services, developing collaborative efforts to attract and welcome new students.
- Develop new initiatives, including: marketing of programs and events directed toward targeted populations; promoting new and existing programs to attract new and continuing enrollment; correspondence with university and community constituents to establish and maintain positive relationships; develop inter- and intra-institutional partnerships that are mutually beneficial.

UNIVERSITY OF ARIZONA
Tucson, Arizona

August 1992 – February 1996

Coordinator, Center for Transfer Students

December 1993 – February 1996

Responsibilities

- Coordinate and supervise the work of eight undergraduate employees, one support staff member, and 65 volunteers, within seven programs that served approximately 700 participants.
- Manage four culturally based, academic retention programs. Each program was specifically created to focus on newly enrolled ethnic/racially diverse minority transfer students, serving African American, Chicana/Latina women, Hispanic, and Native American students. Collaborated with the UA Assistant Deans for African American, Chicano/Hispano and Native American Student Affairs on these programs.
- Co-chair of the university's Community College Visitation Network (CCVN), formed as a vehicle to discuss strategy and coordinate visitations to AZ community colleges by various university units and programs. I was also appointed as a member of several committees, including: Transfer Coordinating Committee (TCC) Subcommittee for Underrepresented Ethnic Affairs, Recruitment Coordinating Committee (RCC), University Professional Advising Council (UPAC), O'odham Ki Advisory Board (Native American Dormitory Wing), Coordinating Council for Academic and Student Affairs Administrators (CCASA), the 1995 UA Senior Awards Screening Committee, the 1995 Medical School Interview Committee, and several faculty search committees.

EDUCATION

Master of Arts in Literature – University of Houston-Clear Lake, May 2000

Bachelor of Arts in English – University of Arizona, December 1993

LANGUAGES

I speak, read and write English and Spanish fluently.

EXTERNAL CONSULTING

Senior Associate Consultant – Ruffalo Noel Levitz, Inc.

2001 – Present

I specialize in Recruitment and Strategic Enrollment Planning (SEP); the latter is a data-intensive planning process involving all sectors of the institution and intended to align enrollment opportunities with the environment. Some of the institutions in the U.S., Canada, and Puerto Rico I have worked with since 2003 include: EDP University (Puerto Rico), University of Arizona, University of Central Oklahoma, McNeese State University, Minnesota State University at Mankato, Montana State University at Billings, Montana State University at Havre, Olds College (Alberta), Pacific Northwest College of Art, Santa Fe University of Art and Design, Southern University at Baton Rouge, University of Nebraska at Kearney, and University of Nebraska at Omaha.

Examples of recent successes:

University of Nebraska at Kearney. I assisted the campus to develop their annual written Recruitment Plan and a Strategic Enrollment Plan—both were firsts for the institution. In the fall of 2010 the campus reached its highest enrollment since 1999 and the number of first-time freshmen increased by 15%.

EDP University of Puerto Rico. After guiding their development of an annual written Recruitment Plan, within one year the institution increased their freshman class by 22% and realized an 18% increase in total enrollment.

SELECTED CONFERENCE PRESENTATIONS

“Mejorando Esfuerzos de Reclutamiento y Retención,” [Improving Recruitment and Retention Efforts] Puerto Rican Association of Collegiate Registrars and Admission Officers, February 11, 2016, Isla Verde, Puerto Rico.

“Federal Legislative and Regulatory Issues and Advocacy,” 2016 Annual Meeting, Southern Association of Collegiate Registrars and Admissions Officers, February 7-9, 2016, Oklahoma City, OK.

“Alcanzar las Metas de Matrícula a través de una Coordinación Estratégica,” [Reach Enrollment Targets Through Strategic Coordination] Puerto Rican Association of Student Financial Aid Administrators, December 9-11, 2015, Ponce, Puerto Rico.

“Alcanzar las Metas de Matrícula a través de una Coordinación Estratégica,” [Reach Enrollment Targets Through Strategic Coordination] 8th Congreso de Administración Escolar, Asociación de Responsables de Servicios Escolares y Estudiantiles, September 30-October 2, 2015, Puebla, Mexico.

“Creciendo Matricula: Oportunidades para Estudiantes,” [Increasing Enrollment: Opportunities] Segundo Congreso Latinoamericano de Investigación Educativa, October 16-18, 2014, San Juan, Puerto Rico.

“Eight Critical Actions for Enrollment Managers,” Noel-Levitz National Conference on Student Recruitment, Marketing, and Retention, July 24-26, 2012, Chicago, IL.

“Top Five Enrollment Issues Faced by Public Regional Universities,” Noel-Levitz National Conference on Student Recruitment, Marketing, and Retention, July 26-29, 2011, Denver, CO.

“Diversity Issues in Higher Education: Recruitment of Students of Color,” 2007 Annual Meeting, Ohio Association of Collegiate Registrars and Admissions Officers, November 6-8, 2007, Cincinnati, OH.

“Diversity Issues in Higher Education: Recruitment and Retention of Students of Color,” 2007 Annual Meeting, Rocky Mountain Association of Collegiate Registrars and Admissions Officers (RMACRAO), July 18-20, 2007, Estes Park, CO.

“Access and Equity: Underrepresented Student Populations and the Issues that Affect,” 2006 Annual Meeting, Illinois Association of Collegiate Registrars and Admissions Officers (IACRAO) Conference, October 12-13, 2006, Chicago, IL.

“Best Practices in Recruitment of Students of Color: Critical Elements,” 2005 Annual Meeting, American Association of Collegiate Registrars and Admissions Officers (AACRAO) Conference, March 28-31, 2005, New York, NY.

“Seven Deadly Sins: Managing a Student Inquiry Database and Communication Plan,” 2005 Annual Meeting, American Association of Collegiate Registrars and Admissions Officers (AACRAO) Conference, March 28-31, 2005, New York, NY.

“Marketing and Recruitment in Relation to Enrollment Management,” 2002 Annual Meeting, American Association of Collegiate Registrars and Admissions Officers (AACRAO) Conference, April 14-17, 2002, Minneapolis, MN.

“Strategies for Increasing the Numbers of Hispanic Transfers from Community Colleges,” 24th Annual Texas Association of Chicanos in Higher Education (TACHE) Conference, Nov 15-17, 1998, Houston, TX.

OTHER PROFESSIONAL ACTIVITIES

President, 2015-2016. American Association of Collegiate Registrars and Admissions Officers (AACRAO).

Board Member and Vice President for Access and Equity, 2005-2008. American Association of Collegiate Registrars and Admissions Officers (AACRAO).

Author, "Predicting Enrollments and Yields" for *The College Admissions Officer's Guide* (AACRAO Publications, 2008).

Chair, Student Access and Equity Committee, 2004-2006. American Association of Collegiate Registrars and Admissions Officers (AACRAO).

Chair, Latino/Latina Caucus, 2002-2004. American Association of Collegiate Registrars and Admissions Officers (AACRAO).

Chair, Puget Sound Colloquium, 2006 (sponsored by five area universities).

Reader, Gates Millennium Scholars Program, 2000 and 2003. Administered by the Hispanic Scholarship Fund.

HONORS AND ASSOCIATIONS

American Association of Collegiate Registrars and Admissions Officers (AACRAO), member 1996 – present

Texas Association of Collegiate Registrars and Admissions Officers (TACRAO), member 1996 – 2000, 2007-present

Texas Association of Chicanos in Higher Education (TACHE), member 1996 – 2000, 2007-2017

Pacific Association of Collegiate Registrars and Admission Officers (PACRAO), member 2000 – 2007

Washington State Hispanic Chamber of Commerce, member 2001 – 2007

Arizona Association of Chicanos for Higher Education (AACHE), member 1993 – 1996

Outstanding Academic Professional Award, U of Arizona Department of Student Programs, 1995

Dr. Martin Luther King, Jr. Distinguished Leadership Award, U of Arizona African American Student Affairs, 1995

ACADEMIC INSTRUCTION

Adjunct faculty - Pierce College (Puyallup and Steilacoom, WA campuses)

2001 – 2006

Subjects included Freshmen Composition (ENGL 101), Argumentation and Research (ENGL 103), Business English (BUS 105)