

# Jose L. Cantu, PhD

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## PROFESSIONAL SUMMARY

Dynamic and experienced senior level higher education professional providing effective, innovative, and results-oriented leadership. Highly relational individual who fosters and maintains collaborative, engaged, and transparent relationships by connecting resources that support the access and opportunities to allow faculty, staff, and students to achieve their full potential. Proven well-developed professional acumen and ability to devise strategic plans, lead and support SACS accreditation efforts, enhance the institution's brand, develop and launch degree programs, and create innovative solutions to enhance the student experience. Respected leader with a penchant for relating effectively with colleagues and building solid relationships.

## AREAS OF EXPERTISE

- Budgets
- Change Management
- Community Partnerships
- Consensus Building
- Data Analytics
- Establishing Student Centered Environments
- Expanding Institution Visibility and Engagement
- Institutional Brand and Marketing
- Instructional Programs
- Organizational Strategy
- Policy Development and Assessment
- Relationship Management
- Strategic Planning and Assessment
- Student Success and Retention
- Technology Integrations

## EDUCATION

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**Doctorate of Philosophy, Leadership Studies, *Our Lady of the Lake University, San Antonio, TX***

Dissertation: A Study of Chief Enrollment Officer's Personality Styles and the Impact to Student Enrollment

**M.S., Training and Development, *University of Houston, Houston, TX***

**B.S., Information Systems Technology, *University of Houston, Houston, TX***

## PROFESSIONAL EXPERIENCE

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### Vice President for Enrollment Management

University of Houston- Victoria, Victoria, TX

September 2019-Present

#### Institution Overview

University of Houston-Victoria (UHV) is one of four institutions under the University of Houston-System. UHV is a four-year public teaching institution located in the Gold Crescent Region of Texas offering over 80 undergraduate and graduate degree programs with a campus community of over 4,500 students, 133 faculty, and 295 staff members. University of Houston-Victoria offers academic programming at the Victoria residential campus, Katy, TX instructional site, and online. UHV is a test-optional institution with minimal admissions criteria. UHV holds both designations of Hispanic Serving Institution (HSI) and Minority Serving Institution (MSI).

#### Position Responsibilities

Serve as the chief enrollment management officer responsible for the leadership, management, strategic direction and administrative oversight to enhance student access and enrollment services for University of Houston-Victoria residential campus, online programs, and educational instructional site in Katy, TX. Work closely with the administration team, academic deans, faculty and staff to identify, explore, evaluate, and coordinate enrollment and student success initiatives. Oversee the Office of Admissions Processing, Enrollment Management and Student Experience, Enrollment Strategies and Marketing, Registrar, Financial Aid, International Programs, and Campus Solutions. Report directly to the President and serve as a member of the executive cabinet.

## Accomplishments

### Enrollment

- ◆ Oversee a multi-campus enrollment operation which includes UHV, UHV Katy, and UHV Online
- ◆ Increased student enrollment and headcount throughout the first year through the COVID pandemic transition by 10% in student enrollment and 7% in semester credit hours; retention rate at 80%; and graduation increases through the years.
- ◆ Established a data driven culture that supported the successful recruitment, retention, and graduation rates through the understanding of our population and personas. Worked closely with Institutional Research to clean up data and launch a data powered decision-making environment leading to the development of customized dashboard, weekly enrollment reports, and predictive model.
- ◆ Optimized financial aid and scholarships to positively impact recruitment, retention, persistence, and graduation rates. Reviewed the current structure and reestablished a new office structure to enhance productivity and efficiencies aligned with student aid awards. Developed a financial literacy campaign to discuss college financial investments, partnered with faculty to add the financial student investment component within first year seminar courses, and launched a series of virtual/face-to-face financial aid and literacy presentations targeting parents, students, and friends.
- ◆ Integrated technology, marketing, and data to enhance student recruitment strategies including web-based recruitment, social media, and digital campaigns with a focused approach to reach each segmented student population within their environment. Expanded the knowledge and usage of the current CRM (Radius) to enhance our enrollment communication delivery targeting both new and current students. Recently, assessed current CRM product and we are now implementing new CRM (Slate) for a Fall 2022 launch.
- ◆ Created the Jaguar Educational Pathway program focused on state wide school districts to increase the mobility of students from high school graduation through college graduation with alert systems and student engagement checkpoints from both the school district and UHV to secure student success. Partnered with San Antonio Independent School District and created an engagement and communication program to support SAISD students from 1<sup>st</sup> year enrollment through graduation.
- ◆ Spearheaded and developed partnership agreements with state-wide high school districts to increase Dual Credit student participation. Within the agreement, developed academic pathways to certify teachers aligned with scholarships and flexible course offerings to meet Dual Credit teaching requirements.
- ◆ Established and piloted the Keep on Roarin' (KOR) campaign focused on a seamless graduate program pathway for UHV Alumni by removing admission barriers and providing automatic admissions. In collaboration with the school deans and chairs, a selected list of programs was created leading to a 3% increase of new graduate enrollment for Fall 2021.
- ◆ Collaborated with Athletic Director to enhance student recruitment efforts by establishing competitive and reoccurring scholarships to increase sport enrollment and retention.

### Organizational Change

- ◆ Restructured the articulation agreement contracts and Memorandum of Understanding (MOU) with local and statewide community colleges to have a more bold and audacious approach. Through the new agreements, a one application and admission process is being developed for students to have one point of entry for each institution with the ability to provide automatic student data sharing. In addition, each student will have an advisor to guide them through the enrollment process and academic advising. The partnership also notes the allowance of offering one UHV course within the first year of the student's enrollment through a face-to-face or online modality providing the security that the student is part of a dual enrollment program. Each institution is working as a partner to provide scholarships through institutional funds and fundraising opportunities. Working closely with academic departments to establish true transfer pathways to complete partnered programs within the four-year window.
- ◆ Adopted, realigned, and executed UHV's Academic Partnership (AP) program. In collaboration with faculty, streamlined online course offerings and built course rotations and carousels to launch four undergraduate programs (RN to BSN, Communications, Political Science, and University Studies) and the Global MBA program with five concentrations. The *FastTrak* programs are fully online, accelerated, eight-week courses, with a one-year completion period. In partnership with AP, they were responsible in launching the marketing campaigns to generate leads with UHV working to admit, advise, and enroll the students.
- ◆ Provided leadership and oversight of the university's transition from face-to-face to online student support services during the COVID-19 pandemic by executing a fully online plan to continue student momentum within the recruitment and retention cycles. Created a virtual lobby for students to gain access of all student enrollment and service

departments which included one-on-one or group sessions. Collaborated with Academic Affairs to create various online course modalities to launch for Fall 2020 and onward. Worked closely with executive committee in the development of the COVID-19 Campus Task Force to provide weekly guidance with data, precaution measures, and suggestions to keep our campus community safe.

- ◆ Spearheaded and collaborated with Victoria College and Victoria ISD to support a community wide effort for education access. Created a unified partnership to establish a P-Tech program aligning our academic course offerings through a shared process with Victoria College. Developed and invested two full-time positions (Career and Education Counselors) for each high school to support Victoria ISD's vision of placing 100% of their students into a post-secondary education program.
- ◆ Realigned Enrollment Management Division to strategically support the overall institution's mission, vision, and goals to support student access and success:
  - Created the Office of Enrollment Strategies and Marketing focused on data driven marketing decisions to capture segmented populations and enhance visibility and brand
  - Created the Office of Enrollment Management and Student Experience to support student recruitment and student success programming and events through the development of new positions (enrollment specialists) that walk students through the entire enrollment process highlighting the financial aid, student investment, and advising opportunities through the duration of their college degree
  - Established the first Welcome Center and location to support the campus visitors through a series of campus visit opportunities with presentations, conversations, and meeting the President
  - Centralized all aspects of Transfer, Adult, and Military/Veteran recruitment into a transfer center model promoting a friendly adult institution by providing flexible admissions, orientation, and focused programming
- ◆ Initiated and spearheaded a campus wide Enrollment Management and Student Success Strategic plan consisting of faculty, staff, and students. The premise of the plan was to develop innovative and creative solutions that matched our student population with the opportunity to successfully grow enrollment and increase retention and graduation rates. The plan was divided into workgroups that researched best practices, infused data components to support the story, and compliment the growth of current and upcoming academic programs, co-curricular activities, and athletics.
- ◆ Facilitated the market analysis, creation, and execution of the eSports and Music programs in collaboration with academic staff and faculty. Continuing to work closely with the academic departments to develop additional co-curricular programs that support student enrollment.
- ◆ Collaborated with Institutional Research and Assessment to lead the SACS accreditation process across campus and develop a team of writers and strategist. Work closely with the Director of Institutional Research in the mapping of efficiencies and check items that enable a successful SACS accreditation effort.
- ◆ Created and spearheaded a series of cross-campus committees, task forces, and workgroups in collaboration with faculty, staff, and students:
  - Established the Customer Service Task Force to enhance the campus culture, increase level of pride, and provide a student centric environment
  - Established the Enrollment Processing Group (EPG) to enhance the student experience from recruitment through enrollment by partnering with academic affairs and student services
  - Collaborated in the creation of the Diversity and Race Taskforce to review current impacts with diversity, equity, and inclusion leading the development of the Diversity, Equity, and Inclusion strategic plan and newly formed, Diversity, Equity, and Inclusion Committee
  - Established the Latino Faculty & Staff Association to enhance our HSI (Hispanic Serving Institution) designation and promote culture awareness for both the campus and local community
  - Established the Retention Task Force to launch a campus-wide scan to research, assess, and understand the realities of our current impacts with our students from recruitment through graduation
  - Established the Enrollment Management Council to increase enrollment awareness and utilize data to support recruitment, persistence, retention, and graduation rates.
  - Currently establishing the Hispanic Thriving Institution (HTI) council that will review and assess our current student environment and infrastructure to work towards reaching the *Seal of Excelencia*

## **Vice President for Strategic Partnerships**

New Reach Media, San Antonio, TX

August 2018-2019

Served as the Vice President for Strategic Partnerships to build enrollment marketing campaigns, predictive models, and campus dashboards wrapped in data powered decisions. Developed customized formulas to enhance the uniqueness of each institution's personality with the opportunity to engage students through the entire enrollment cycle. Cultivated partnerships with college presidents and executive teams from across the U.S. to improve new student enrollment, retention, and graduation rates.

## **Vice President for Enrollment Services**

Schreiner University, Kerrville, TX

January 2014-August 2018

### **Institution Overview**

Schreiner University is a small four-year private liberal arts institution located in Kerrville, TX offering over 30 undergraduate and graduate degree programs with a community of 1,418 students, 98 faculty, and 121 staff (Fall 2018). Schreiner University offers both face-to-face and online degree programs and is affiliated with the Presbyterian Church (USA). Schreiner holds the Hispanic Serving Institution (HSI) designation.

### **Position Responsibilities**

Provided vision, leadership, and management for all aspects of the university's student enrollment and campus wide initiatives. Developed external community relations, marketing, and increased publicity for the campus. Built synergy between administration and campus community to support the engagement and implementation of cultural programs, educational opportunities, SACS accreditation, enrollment strategies, and strategic plan. Worked collaboratively with the executive cabinet on day-to-day campus operations, ensuring improvements that strengthened productivity, quality, and customer satisfaction. Reported to the Schreiner University President and served as a member of the executive cabinet.

### **Accomplishments**

#### Enrollment

- ◆ Oversee multi-campus enrollment efforts which include Schreiner University, Schreiner University in Brownsville, Mission, and El Paso, TX
- ◆ Strategically drove and increased student enrollment by 30% from Fall 2012 (987 total enrollment) to Fall 2018 (1,418 total enrollment), leading Schreiner to become the fastest-growing private university in Texas for 2016 and gaining momentum.
- ◆ Created a data driven environment lending towards a campus wide engagement and unified effort in supporting the enrollment growth of segmented populations within my tenure:
  - Freshman: Fall 2012 (273); Fall 2018 (359)- 31% increase in enrollment
  - Transfer: Fall 2012 (67); Fall 2018 (202)- 201% increase in enrollment
  - Increase first year retention from 65% to 70% between 2012 – 2018
- ◆ Partnered with various districts with a variety of partnership luncheons, newsletters, email campaigns, and increased level of participation with school district functions.
- ◆ Oversaw development of marketing campaigns in blending print, social media, billboard, and email advertisements to boost brand recognition and application yields.
- ◆ Designed new a financial aid matrix leading to a more strategized formula of discount by leveraging financial aid with new scholarships that led to an increase in the overall budget outcomes.
- ◆ Provided collaborative leadership in the creation of degree partnership programs leading to state-wide community college district agreements and development of 2+2 pathways.
- ◆ Integrated the CRM system (Salesforce) with Jenzabar to streamline enrollment processes and support recruitment and continuing student communication efforts.
- ◆ Developed and spearheaded admission operations, student catalog development, recruitment and partnerships, academic advising, online engagement with academic coaches, and collaborated with President/Provost for course development.
- ◆ Established international partnerships with South Korea, Mexico, and Colombia student abroad programs.

### Organizational Change

- ◆ Developed and launched the online RN to BSN program, boosting total enrollment by 10% and producing a \$1.1M net revenue positioning Schreiner University as a competitor in the field. Collaborated with the Director of Nursing and faculty to research, review, and detail the academic program course loads to fold into a one year, eight week increment degree track. Established two new enrollment positions, one to develop educational partnerships with local, regional, and state-wide hospitals and the other to support students from the recruitment cycle through advising and graduation. Completed a thorough program competitive analyses and marketed the program at \$8,000 for partnered Hospitals leading to the increase of lead generation and enrollment.
- ◆ Conceptualized and established three successful First Year Campuses in Brownsville, Mission, and El Paso, TX allowing freshman to study in their local community for one year. The focus of the program was to assist underserved communities by providing access and affordability with a transition to the main campus in their second year of college. Created an all-inclusive one-year bundle cost of \$8,000 that included tuition, fees, books, laptop, parent financial aid and literacy workshops, and trips to campus. Aligned academic courses and created synchronous modalities. Executed Sophomore level and onward financial aid packages to transition to Kerrville campus. Recruited, hired, trained, and supervised 3 faculty that taught Biology and oversaw each campus supporting students with the online hybrid course offerings and student engagement. Established relationships and partnerships with state wide community leaders, alumni, political figures, and potential donors. The program boosted enrollment by 14%.
- ◆ Restructured the Graduate programs by strategically lowering tuition. Collaborated with School of Professional Studies and School of Education chairs to shift face to face program into a fully online, one-year program. Executed a market analyses to position each program at a competitor level versus institutions across the state of Texas. Centralized all graduate recruitment and operational systems to focus on a more efficient level of communication and customer service. Launched marketing campaigns to current Alumni and forged partnerships with businesses, school districts, and organizations for a partnership discounted tuition. Increased enrollment by 50% in the first year, with, with 3% increases following.
- ◆ Executed a Texas wide market analysis in to develop seven new co-curricular activities to promote enrollment growth. Implemented a thorough Texas high school wide scan of probable co-curricular programs that would translate into our university's environment. The research showed that Cheer, Band, Wrestling, Mariachi, eSports, Choir, and Equestrian were viable programs that students sought in college. Build the recruitment model for each program by hiring a lead that would focus on recruitment and the program's specialty. Worked through the Executive Cabinet to gain monetary investment to establish these new roles. This led to a 13% increase in total enrollment in Fall 2018 and 30% increase in new Freshman enrollment.
- ◆ Developed, supported, and nurtured a strong culture of shared governance with faculty, staff, and students. Continued to work with the faculty senate and student government to keep informed on upcoming projects and initiatives. Worked collectively in establishing the enrollment strategic plan.
- ◆ Established policies, programming, and efforts to enhance the Hispanic Serving Institution (HSI) designation by creating a Latino based organization, a hub group of Latino faculty and staff to promote culture awareness, and worked collaboratively with academic departments to promote more education behind better academic services
- ◆ Facilitated the growth of Living Learning communities as data was showing the strength in recruitment, retaining, and graduating students in within each community
- ◆ In collaboration with the executive cabinet, developed the campus wide budget of \$60M

### **Associate Vice President for Enrollment Services**

Schreiner University, Kerrville, TX

July 2012-January 2014

Provided leadership to a team of 20 dedicated to Admissions, Financial Aid, and Campus Visits programs while creating comradery across the institution by developing a culture of positive thinking, teamwork, and decision empowerment. Enhanced marketing to promote branding and name recognition. In 2012, Schreiner University student enrollment was 987 students.

- ◆ Grew enrollment by 9% for Fall 2013, ushering in the largest Freshman class in University history
- ◆ Integrated student services into enrollment management, to support retention and increased graduation rates
- ◆ Restructured enrollment operational processes to have a concise, paperless system supporting all students' progress
- ◆ Implemented new CRM system (Salesforce) to enhance student communication and marketing efforts

## Director of Admissions and Recruitment

University of Houston-Downtown (UHD), Houston, TX  
November 2006-June 2012

### Institution Overview

The University of Houston–Downtown (UHD) is a public university in Houston, Texas. It is part of the University of Houston System. UHD is the second-largest university in the Houston area with close to 14,000 students in 2012. The university serves students in four academic colleges. UHD offers 44 bachelors and 9 masters. UHD was an open access institution during my tenure offering Associate level degree programs. UHD holds both the Hispanic Serving Institution (HSI) and Minority Serving Institution (MSI) designations.

### Position Responsibilities

Directed strategies for enrolling and retaining qualified students. Led a team of 30 full-time and 25 part-time employees and accounted for \$1.7M operating budget for salaries, expenses, recruitment, orientation, and customer service. Drove restructuring of Admissions from two to seven units to reach and serve the targeted student population. Streamlined entire enrollment operation processes by integrating technology in establishing a full paperless system with a more fluid admission and transfer credit process.

- ◆ Increased overall student enrollment from Fall 2006 (11,449) to Fall 2012 (13,916) by 22.5% over six years via engagement and outreach strategies, increased customer service, and established successful internal and external collaborations and partnerships. Increased new Freshman enrollment from Fall 2006 (980) through Fall 2012 (1,416) by 44.5% and new Transfer enrollment from Fall 2006 (1,884) through Fall 2012 (2,238) by 18.7%
- ◆ Drove implementation of a CRM (Ellucian) to enhance the communication and marketing efforts
- ◆ Increased Transfer recruitment and enrollment through the development of articulation agreements
- ◆ Spearheaded the Admission Standard Committee to go from open admissions to selective admissions in 2012
- ◆ Expanded the usage of Banner system to support students and automate processes to enhance the student experience

## Additional Roles

University of Houston (main campus), Houston, TX

### Institution Overview

The University of Houston (UH) is a public research university in Houston, Texas. UH is the flagship institution of the University of Houston System and the third-largest university in Texas with currently over 47,000 students. The university offers more than 358 degree programs through its 16 academic colleges and schools on campus—including programs leading to professional degrees in architecture, law, optometry, medicine and pharmacy. UH is classified as an "R1: Doctoral Universities – Very high research activity" and a NCAA Division I in all sports.

### Positions

**Associate Director of Admissions-Transfer Center-** January 2001-November 2006

**Assistant Director of Admissions-Freshman Admissions-** January 2000–January 2001

**Coordinator of Freshman Admissions-** October 1998-January 2000

**Freshman Admissions Counselor-** June 1995-October 1998

**Admissions Processing Analyst (Part-time)-** September 1993-June 1995

## Adjunct Professor

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Schreiner University, Kerrville, TX | Econ1301: Introduction to Economics | Undergraduate  
University of Houston-Victoria, Victoria, TX | AHED 6335--Diversity in Adult Education | Graduate

## Professional Affiliations

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American Association of Collegiate Registrars and Admissions Officers  
Association of International Educators  
College Board  
Council of Independent Colleges  
Council of Latino Workplace Equity  
Hispanic Association of Colleges and Universities  
Houston Hispanic Chamber of Commerce  
Houston Hispanic Forum  
Institute for the Study of Transfer Students  
Junior/Community College Student Personnel Association  
National Academic Advising Association  
National Association for College Admission Counseling  
National Association of Graduate Admissions Professionals  
Texas Association for College Admission Counseling  
Texas Association of Chicanos in Higher Education  
Texas Association of Collegiate Registrars and Admissions Officers  
Texas Higher Education Coordinating Board  
The Southern Association of Colleges and Schools Commission on Colleges (SACSCOC)

## Honors

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Boss of the Year (University of Houston- Downtown)	2011
Houston Business Journal: People on the Move	2011
Schreiner University Outstanding Leadership Award	2013
Schreiner University Outstanding Leadership Award	2014

## Community Activities

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Boerne Boys and Girls Club Board of Trustees (2012 – 2016)  
- Chair (2016)  
DACA Student Liaison at Schreiner University (2013 – 2018)  
DACA Student Liaison at University of Houston-Victoria (2020-present)  
Dragon Boat Races: Co-founder of University of Houston- Downtown Team (2008 – 2012)  
Dream Act march and support at University of Houston-Downtown (2007 – 2012)  
Hispanic Scholarship Fund at University of Houston-Downtown: Advisor (2006 – 2012)  
MS 150 Cycling  
- Team Trinity Team (2006 – 2010)  
- Established University of Houston- Downtown Team (2011 – 2012)  
Organization for Latino Engagement (OLE): Founder and Advisor (2014 -2019)  
Rio Grande Valley Student Organization at University of Houston: Founder and Advisor (1997 – 2006)  
Schreiner University Catholic Mass Service (2012-2018)  
- Reader  
- Assist with Communion (Holidays)  
- Distribute Ashes (Ash Wednesday)  
University of Houston-Victoria  
- Supporting to bring Catholic Mass to campus (2021)  
Volunteers in Public Schools (VIPS) in Houston, TX (1994 – 2000)

## Professional Speaking Events and Activities

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### #ICANHELP

- Panelist (2021)

### Boerne ISD Community Leaders

- Guest Speaker: 1<sup>st</sup> Generation Success Story (2020)

### College Board

- Enrollment Leadership Academy (2011)
- Panelist: Enrollment Trends (2009)
- Panelist: Recruiting and Admissions (2012)

### EAB Washington Roundtable

- Panelist: The Change of Enrollment Management (2017)

### Educational Testing Service Scholarship Reader (ETS)

### Houston Hispanic Forum

- Board of Director, 2009 – 2012
- President, 2011 - 2012

### Institute of the Study of Transfer Students

- Presenter: Developing a Transfer Center and Technology Integration (2004)
- Presenter: Partnership between 4- and 2-year Institutions (2005)

### Junior/Community College Student Personnel Association

- Co-Chair: State Conference (2001)
- Presenter: Developing a Transfer Center (2002)
- Presenter: Relationships with 4-year Institutions (2005)

### Family and Literacy Board- Kerrville, TX (2013 – 2015)

### Latino Workplace Equity Leadership Conference

- Panelist: Communication and Latino Brand (2021)

### Leadership Kerr County (2014 – 2015)

### Mountaineer Leadership Student Retreat

- Guest Speaker: The Life of Achieving Your Academic Dream- PhD (2017)

### Our Lady of the Lake University

- Graduation Invocation (Spring 2015)
- Guest Speaker: Houston Convocation (2018)

### Project GRAD

- Higher Education Advisory Board (2010 – 2012)

### Schreiner University Leadership Series

- Guest Speaker: Breaking Adversity (2016)

### Texas Association of Chicanos in Higher Education (TACHE)

- Panelist- Latinos in Higher Education (1999)
- Presenter- Revolutionizing Transfer Recruitment (2001)
- Co-Presenter: Leadership con Ganas (2021)

### Texas Association for College Admission Counseling

- Presenter: Transfer Student Friendly Environments (2005)
- Co-Chair: State Conference Golf Tournament Committee (2005)

### Texas Higher Education Coordinating Board

- Apply Texas Application Committee (2007 – 2009)

### Texas Council of Faculty Senates

- Panelist: Texas Hispanic Demographic Shifts and Impacts to Higher Education (2019)

### The Young Learners - The Woodlands

- Team and Leadership Strategist and Presenter (2016 – 2020)

### University of Houston-Victoria

- Panelist: Toxic Masculinity (2021)

### US/Mexico Presidential Higher Education Summit (2017): Guadalajara, Mexico