

Gary T. Ray, M.Ed.

CAREER OBJECTIVE: VICE PRESIDENT FOR ENROLLMENT MANAGEMENT

SUMMARY OF QUALIFICATIONS

Results-driven higher education administrator with twenty-three consecutive years of success in strategic enrollment management, higher education marketing, and a proven track record using data to guide decision-making. Demonstrated ability to motivate staff, lead change and manage budgets. Repeated success in leading cross-functional teams. Strengths include: strategic planning, market data analysis, collaborative style, responsibility, communication, leadership development, initiative and achievement.

PROFESSIONAL EXPERIENCE

Associate Vice President for Enrollment Services, Texas Woman's University, May 2010-Present

Provide leadership and strategic enrollment management for Texas Woman's University campuses in Denton, Dallas and Houston (www.twu.edu). Enrollment Services includes graduate and undergraduate admissions, financial aid, registrar, student records, and veteran services.

Milestone accomplishments during my tenure:

- Achieved university enrollment records each year - 14% overall growth during the 2010 to 2012 enrollment cycles. TWU's enrollment increased from 13,338 (2010) to 15,168 in fall 2012. TWU's growth rate is ranked 8th best (2007-2012) among 38 public universities in Texas.
- Increased undergraduate enrollment by 20%. Set new records for freshman (63% growth).
- Developed a strategic plan for success-based admission decisions. *Result:* freshman academic success increased by 6%, student persistence rate increased 2%, undergraduate students on academic probation decreased by 33%, graduation rates increased by 6% in 2012.
- Developed and implemented Pioneer Scholars Day, a recruitment event designed to build enrollment quality. *Result:* increased top 10% applicants by 61%, and increased honors program enrollment by 36%.
- Developed a strategic financial leveraging plan (Brighter Future Scholarship) to address delays in state funded grants. *Result:* 32% increase in the freshman class in the fall of 2010.
- Implemented a plan to build partnerships with community colleges and improve assimilation of transfer enrollment. Identified the top twenty-three feeder community colleges and made personal visits with transfer counselors. Developed a community college counselor's workshop to promote awareness of TWU academic programs. *Result:* 28% increase in transfer student enrollment (2010 to 2012).
- Launched an early admission program to the top 4% freshmen in the College of Nursing in order to improve the quality of nursing students and graduation rates.
- Present the annual strategic enrollment plan, addressing national and state trends, to the President's cabinet and academic leadership council.
- Co-Chaired a university-wide visioning committee for institutional enrollment goals and recommended a 5-year strategic enrollment plan (through 2018).
- Redesigned enrollment publications emphasizing affordability and academic program quality (the top 2 college choice factors in 2011 and 2012).
- Provided consultation to the Provost, deans and department chairs on internal and external enrollment threats and market opportunities, and recommended academic program priorities.
- Presented accurate enrollment projections and state enrollment trends to the Board of Regents.
- Launched a mobile application for the university website to enhance student communication and navigation.

Vice President for Administration, 2000-2010, Assistant Vice President for Institutional Advancement, 1998-2000, Director of Admissions, Lee University, Cleveland, TN, 1990-1998

Provided overall leadership and management of Lee University's Administration Sector (\$15.2 million budget) and served on the President's cabinet. Under my direction, the Administration sector senior leadership team included the Assistant Vice President for Enrollment Management (undergraduate admissions), Assistant Vice President for University Relations (development, central gifts, community relations, public information, church relations, publications, summer conferences), Assistant Vice President for Research and Records (registrar, student records, institutional research), Director of Athletics (sports information, thirteen intercollegiate team sports in the NAIA), Director of Alumni Relations (Annual Fund), Director of Information Services and Technology. Director of Financial Aid and Director of Graduate Enrollment. The sector included 125 administrators and support staff.

Milestone sector accomplishments during my tenure at the university:

- During my nineteen year tenure as Chief Enrollment Officer, I achieved nineteen consecutive years of fall and spring enrollment records, and the university's enrollment grew 151%. *Result:* the institution grew from a 4th tier liberal arts college to a top-tier mid-size university.
- Established a definition of "priority prospects" by using predictive modeling indicators and financial leveraging. Chaired the admissions and retention committees which provided campus leadership for increasing student success and persistence rates. *Result:* improved student quality demonstrated by a median ACT composite score increase of seven points.
- Developed and implemented a strategic plan to expand national and international recruitment regions. *Result:* achieved growth in student population diversity from 33 to 50 states, and 36 to 53 countries.
- Created Frontline Preview Day, offered seven times annually, for prospective junior and senior high school students and college transfer students. *Result:* increased the size of freshman class more than 100% while growing geographic and ethnic diversity.
- Managed a strategic leveraging plan for financial aid and institutional scholarships. This plan determined scholarship amounts for merit-based awards which were aligned with budget planning and external competition.
- Established the Encore Program, a specially-designed academic program for individuals age 60 and older to attend university courses. *Result:* Encore enrolled two hundred new students in the first two years.
- Established a graduate recruitment office for the university. *Result:* supported the development of fourteen new graduate programs.
- Directed a campus-wide (ERP) system conversion to twelve Datatel Colleague modules that integrated internal and external management of campus information. *Result:* new functionality included Internet registration, a faculty toolbox, student portal, and degree audits.
- Redesigned and expanded Lee University's website. *Result:* more than 6,000 "live" web pages with improved navigation, content and graphic appeal.
- Developed branding standards and a marketing program during a 1998 name change for the university, including new logos for publications, athletic uniforms, campus signage and advertisement campaigns. Worked with marketing staff to develop national advertisement campaign each year.
- Initiated and implemented the transition to an online academic catalog to improve service and reduce annual printing cost.
- Supervised the university's summer conferences which hosted 11,000 prospective students annually, increased marketing awareness, and provide additional income for the university.

Web Trends Consultant, Cleveland, TN, 1995-2010

Consulted with college and university enrollment managers and evaluate institutional websites to help schools gain maximum marketing impact and web presence. Past clients included: Purdue University, Xavier University, and University of Michigan at Flint, Northern Arizona University, SUNY Institute of Technology, and Quinnipiac University Law School. Sites evaluated for competing clients: Ferris State, Oakland University, Saginaw Valley State, University of Dayton, and Yale Law School.

National speaker on college web trends. Past presenter at:

- TACRAO State Admissions Conferences
- National Small College Admissions Conferences
- Stamats Enrollment Conferences
- ACT National Enrollment Planners Conferences
- Higher Education On-Line Conference
- ACA Technology Conference
- SEM IX AACRAO Enrollment Conference

EDUCATION

- Harvard Management Development Program, Harvard University, Cambridge, MA
- Endorsement in Educational Leadership, West Georgia University, Carrollton, GA
- M.Ed., Education, University of Tennessee, Chattanooga, TN
- B.S., Physical Education, Lee University, Cleveland, TN

AWARDS

- 2010 Mayor's Award for Community Leadership for Unity - Cleveland TN
- 2010 AACRAO Strategic Enrollment Management Award of Excellence (SAE) Finalist
- 2006 Award of Excellence – National CASE III Award, Audiovisual Communication Division, student recruitment compact disc.
- 2005 Special Merit Award – National Case III Publication Award – student recruitment publication.
- 2000 Christian Colleges Admission Officers Association - SE Region Admissions Officer of the Year.
- 1998 Alpha Gamma Chi Fraternity - Alumnus of the Year.

PROFESSIONAL MEMBERSHIPS

- American Association of Collegiate Registrar and Admissions Officers
- Texas Association of Collegiate Registrars and Admissions Officers
- Tennessee Association of Collegiate Registrars and Admissions Officers
- TN Independent Colleges & Universities Association Enrollment Officers
- TN Educational Association of Veteran Program Administrators
- Council for Christian Colleges & Universities Chief Enrollment Officers

CIVIC INVOLVEMENT

- Serve Denton Board of Directors
- Board of Directors, Cleveland/Bradley Chamber of Commerce
- Board Chairman, Ocoee Regional Multicultural Services