

EDUCATION

Doctor of Education Texas A&M University-Kingsville/Corpus Christi Major: Educational Leadership Dissertation Topic: <i>Achievement and Retention Patterns in a Predominantly Hispanic Serving Institution of Higher Education</i>	December 2004 Kingsville, Texas
Master of Public Administration Texas A&M University-Corpus Christi Major: Public Administration	December 1997 Corpus Christi, Texas
Bachelor of Business Administration Texas A&I University Major: Management	December 1991 Kingsville, Texas

EMPLOYMENT

Senior Associate Vice President for Enrollment Services
(July 2011 – Present)
Sr. Assoc Vice President for Enrollment Services & Interim Dean of Students
(April 2012 – December 2013)
Associate Vice President and Dean of Admissions and Enrollment Services
(September 2007 – June 2011)
Dean of Admissions and Enrollment Services
(July 2005 – August 2007)
The University of Texas-Pan American

Primary Responsibilities (Sr. AVP for Enrollment Services)

- Provide senior-level administrative oversight and guidance to the following areas:
 1. Admissions and New Student Services: Provide efficient and effective processes for admission of new entering freshmen and transfer students, student orientation, and Visitors Center operations. The Visitor Center is responsible for campus tours, hosting events and features two exhibits per year. Over 48,000 guests visited the center in FY 12.
 2. Enrollment Services: Analyze data and develop predictive models for determining admission guidelines, enrollment projections, and overall enrollment planning.
 3. Registrar: Facilitate a seamless route to graduation through improved communication and streamlined processes. Functions consist of registration, graduation, class scheduling, academic progress, NCAA certification, and overall maintenance of the student academic record.
 4. Undergraduate Student Recruitment: Attract promising entering freshmen and transfer students through effective recruitment strategies. Further facilitate the transfer student process through management of the off-site transfer center.

Primary Responsibilities (Sr. AVP for Enrollment Services & Interim Dean of Students)

- Provide senior-level administrative oversight and guidance for 189 full-time employees in the areas listed above and the following:
 1. Child Development Center: Provide, primarily students, with affordable child care and early education for their children in a secure and accredited facility. Accredited by National Academy of Early Childhood Programs.

2. **Counseling and Psychological Services:** Provide a supportive and protective environment for students with mental health and substance abuse issues. Assists in building resilience, healthy coping skills and persistence towards educational and life goals.
 3. **Dean of Students:** Work collaboratively with faculty, staff, and administration to provide a safe and secure environment for student learning. Support, encourage and enhance student engagement, development, involvement, health, wellness, and success.
 4. **Disability Services:** Promote optimal development and achievement in all students while fostering independence and self-advocacy.
 5. **Residence Life:** Provide opportunities for life-long learning and advance knowledge of diversity, self-discipline and self-awareness.
 6. **Student Health Services:** Serves as a primary health care facility for many students. Provides general medical care, pharmaceuticals, and promotes a healthy lifestyle through education. Accredited by the Accreditation Association for Ambulatory Health.
 7. **Student Involvement:** Encourage and further develop the educational experience of students through leadership, campus programming, community/civic engagement, greek life, student organizations, university program board.
 8. **Student Rights & Responsibilities:** Provide a safe and supportive campus environment that promotes honesty, integrity, and respect. Manage a disciplinary process that is educational, allows for personal growth, and encourages responsibility.
 9. **Student Union:** Serves as the center of the University community life providing a welcoming environment that offers life experience opportunities and activities.
 10. **Transition Services:** Encourage higher education and develop leadership skills by providing diverse camp and conference programming for secondary students.
 11. **Wellness and Recreational Sports Complex:** Provide quality programs, services, and facilities which encourage a lifelong pursuit of active healthy lifestyles.
- Serve on Student Affairs executive team with primary responsibility for student welfare and success.
 - Facilitate and administer a transparent budget management process with over \$25 million Dean of Students budget, over \$5 million Enrollment Services budget, and over \$153 million in financial aid and scholarships.
 - Ensure compliance with local, state, system, and federal legislative mandates including Title IV and Title IX requirements.
 - Support and provide guidance for capital improvement projects and facilities management such as Student Union expansion.
 - Provide leadership and support for the Student Crisis Intervention Team (SCIT) and Campus Assault Response Effort (CARE) that includes ready access to upper administration and legal counsel when needed.
 - Create and maintain strong relationships within the Division of Student Affairs and across other University Divisions to positively impact recruitment, retention, and graduation.
 - Develop University Strategic Enrollment Management Plan including recruitment initiatives, marketing strategies, retention goals, and graduation targets.
 - Maintain and implement software for Dean of Students and Enrollment Services. Current software in use or being implemented includes: Ad Astra, Banner Student Information System, Campus Labs, Bronc Link, DegreeWorks, Maxient, Platinum Analytics, and StarRez.
 - Promote a climate of continuous assessment and improvement of processes.
 - Primary lead for Dean of Students and Enrollment Services Southern Association of Colleges and Schools Fifth-Year Interim Report.
 - Serve on various UT System, state, and national committees to promote and strengthen the vision of the institution.

Accomplishments

- Identified potential non-academic retention risk factors by implementing a student behavior/psychosocial survey during orientation that will drive intervention strategies and program development among Student Affairs and Academic Affairs.
- Built a sense of awareness and connection among Dean of Students & Enrollment Services staff by creating cross functional trainings and opportunities.
- Created assessment and outcomes driven focus by improving data tracking and reviewing success factors for offices within Dean of Students.
- Eliminated manual processes within Disabilities Office and created automated reporting to monitor student activities and performance.
- Implemented communication campaign within student information system for Student Involvement Office.
- Completed first phase of Student Union remodeling on time and within budget.
- Identified staffing needs and aligned infrastructure for better efficiency and effectiveness. For example, moved all student mentorship/leadership programs under one Assistant Dean to ensure continuity, student development, and success.
- Implemented and electronic identification, tracking, and notification process for the student crisis intervention team within the student information system.
- Restructured staff responsibilities within Dean of Students to address the 80% increase in student conduct cases and to ensure a well-organized and efficient process.
- Refocused Student Rights and Responsibilities to ensure that imposed sanctions assist in moving the student forward educationally.
- Conducted prior college hour study to determine impact on student success and begin to address advising, course availability, intervention strategies, and student development needs for this growing population of students.
- From Fall 2005 to Fall 2012, new student applications increased 78%, admitted new students increased 36%, and new students enrolled increased 31%.
- Supervised and provided support for implementations of Student Marketing System, Banner Relationship Management, Banner Student Information System, and DegreeWorks. All implementations have been under budget and on-time.
- Executed a partial drop process which decreased the number of drops prior to first day of class from 3 to 1 and has also decreased the percent of students that drop and reenrolled from 72.1% Fall 2005 to 41.6% Fall 2012.
- Created data models of new student cohorts to track retention/graduation rates and predict enrollment.
- Enhanced orientation by adding an Enrollment Services/Dean of Students coordinated 2-day conference (Bronc Round Up) which includes mandatory sessions on academic integrity, financial literacy, and overall college student basics (Broncs 101). Inaugural event was held in August 2011 with over 2000 participants. Over 2600 students, 83% of the entering freshmen class participated in August 2012.
- Developed high school profiles to share with P-16 partners. Profiles detail enrollment counts, retention rates, graduation rates, and several other benchmarks facilitating open discussions regarding college readiness.

Registrar and Director of Admissions (November 2001 – July 2005)

Registrar (July 2000 – October 2001)

Texas A&M University-Kingsville

Primary Responsibilities

- Oversee the daily operations of the Registrar's & Admissions Offices.

- Provide leadership, direction, and supervision for admissions and registrar staff.
- Interpret, develop, and administer university, state, and federal policies/regulations.
- Collaborate with administration, deans, faculty, and staff in the development and interpretation of academic policies and procedures.
- Maintain the academic integrity of student records.
- Evaluate and improve processes to guarantee that the most efficient and effective service is being provided to students.
- Serve as the Records & Retention Officer for the University.
- Ensure the accuracy and submission of the majority of the Texas Higher Education Coordinating Board Reports (CBM) and also serve as the Certifying Official for all CBM reports.
- Determine eligibility of NCAA Division II athletes.
- Ensure that technology is being effectively utilized and provide guidance for implementation of latest technology enhancements.

Accomplishments

- Strategically changed processes and realigned positions in the Offices of the Registrar and Admissions to increase efficiency and provide the best possible service to students. For example, electronically loading applications and reorganizing staff in the admissions office increased application processing by 35%.
- In the Registrar's Office, the implementation of web registration allowed for registration periods beyond the normal business day.
- In addition, A&M-Kingsville was one of the first state universities to require that 100% of grades be submitted via the web by faculty. This permitted students to have instant access to their grades, increased the accuracy of grade submissions, and decreased the number of grade changes.
- Implementation of the Banner Student Information System allowed for the merger of admission letters, which increased efficiency and decreased postage costs.

Account Manager (January 2000 – July 2000)

Functional Consultant (May 1998 – December 1999)

Systems Computer and Technology (now known as Ellucian)

Primary Responsibilities

- Managed accounts for twenty-four higher education institutions.
- Assessed the technology needs of these institutions and advised them on current functionality and future trends.
- Monitored contracts and ensured that services were met and that terms were abided by.
- Created and maintained positive and constructive relationships with higher education institutions.
- Instructed and supported employees of higher education institutions during and after the implementation of the shared, admissions, records and financial aid modules of the PLUS student information system.

Accomplishments

- Assisted over 25 Colleges and Universities in the development of efficient and effective practices in using the PLUS student information system for recruiting, admitting, registering and offering financial aid packages.
- Resolved duplicate identification number issues at Hampton University.
- Changed classroom management practices at Oklahoma State University-Oklahoma City

- to increase efficiency.
- Identified and creatively corrected significant setup error while assisting with on-site registration at Virginia State University.

Assistant Director of Financial Assistance (June 1994 – May 1998)

Scholarship Coordinator (December 1993 – May 1994)

Texas A&M University-Corpus Christi

Primary Responsibilities

- Supervised a staff of eleven and assisted in managing the allocation and budgeting of federal, state and local financial assistance funds.
- Responsible for interpreting, implementing and training employees concerning the rules and regulations associated with federal, state and local financial assistance programs.
- Assisted in establishing staff and office procedures for efficient operation.
- Reviewed financial aid applications to confirm student eligibility.
- Implemented and maintained employee training of the Financial Assistance Module of the Student Information System.
- Coordinated the university and private scholarship programs.
- Prepared qualified scholarship applications for review by the University Scholarship Committee.
- Monitored and balanced all university and private scholarship account balances.

Accomplishments

- Created procedures manual for documentation and training purposes.
- Designed spreadsheet for accurate reconciliation of scholarship accounts.
- Successful implementation of the PLUS Student Information System.
- Reduced awarding process from thirty minutes for one student to minutes for several hundred students.

PROFESSIONAL AFFILIATIONS & COMMITTEES

Apply Texas Advisory Committee (2003-2012)

Apply Texas Advisory Committee, Chair (2006-2007)

American Association of Collegiate Registrars & Admissions Officers

South Texas Association of Collegiate Registrars & Admissions Officers

Southern Association of Collegiate Registrars & Admissions Officers

Summit Conference Program Committee (2003-2004)

SunGard Education Technology Association, Conference Chair (2004)

TACRAO - Texas Association of Collegiate Registrar & Admissions Officers (2000-present)

Legislative Issues Committee (2004)

Strategic Enrollment Management Committee, Chair (2006-2011)

Registration & Record Management Committee, Chair (2005)

TACUSPA-Texas Association of College & University Student Personnel Administrators (present)

The College Board Southwestern Regional Council (2012-present)

Texas A&M University-Kingsville (2000-2005)

Banner Implementation Team, Lead Project Manager (2003-2005)

Council for Assessment and Planning (2002-2005)

SACS Federal Mandates for Title IV Refunding, Chair (2003-2005)

University Calendar Committee (2000-2005)

The University of Texas Pan-American (2005-present)
 Admissions Committee (2005-present)
 Academic Affairs Executive Team (2011-present)
 Academic Integrity Committee, Chair (2012 – present)
 Academic Policies Committee (2007-present)
 Athletic Council (2012-present)
 Campus Master Planning Committee (2012-present)
 Class Scheduling Adhoc Committee, Co-Chair (2010)
 Cost of Education Committee (2005-present)
 P-16 Council (2006-present)
 Space Management and Smart Growth Focus Group, Chair (2012-present)
 Strategic Enrollment Management Committee (2005-present)
 Strategic Enrollment Management Committee, Chair (2011-present)
 Student Affairs Advisory Committee, Chair (2012-present)
 E-Advising Task Force (2011)
 UT System Student Success Conversation Group (2011-2012)

ARTICLES, PRESENTATIONS & TEACHING

Hinojosa, M., Laws, L., & McCray S. (2013) *The New Entering Freshman*, College Board Regional Forum. Dallas, Texas, February 2013.

Hinojosa, M., & Nevarez M. (2012) Student Affairs in Higher Education (EDUL 8341), University of Texas-Pan American, Fall 2012.

Hinojosa, M. (2012) *The Value of Mentoring: Improving Retention and Academic Success for Hispanic and Other Low-Income Students*, 2012 National Conference on Student Recruitment, Marketing, and Retention. Chicago, Illinois, July 2012.

Hinojosa, M., Cantu M. (2012) *Making the Leap to College – Ensuring Student Retention and Persistence*, Symposium on College Readiness. San Antonio, Texas, January 2012.

Hinojosa, M. (2010) Customs and Border Protection Women's Equality Day Speech, McAllen, Texas, August 2010.

Hinojosa, M., Carrol M., & Logan E. (2010) Early Bird Lab, annual meeting of Apply Texas, Austin, Texas, June 2010.

Hinojosa, M. (2010) *Do You Really Know Your Students: Using Pre-admission Data To Inform Retention Strategies*, annual meeting of the American Association of Collegiate Registrars and Admissions Officers. New Orleans, Louisiana, April 2010.

Hinojosa, M. (2010) Doctoral Internship Supervisor (EDUL 8350), University of Texas-Pan American, Spring 2010.

Hinojosa, M., & Rich, C. (2009) *Apply Texas: Maximize the Site*, annual meeting of the Texas Association of Collegiate Registrars and Admissions Officers. Lubbock, Texas, November 2009

Hinojosa, M., (2009) Doctoral Internship Supervisor (EDUL 8350), University of Texas-Pan American, Fall 2009.

Hinojosa, M., & Nevarez M. (2009) Student Affairs in Higher Education (EDUL 8341), University of Texas-Pan American, Fall 2009.

Hinojosa, M., & Rich, C. (2009) Early Bird Lab, annual meeting of Apply Texas, Austin, Texas, June 2009.

Hinojosa, M. (2009). Customs and Border Protection Women's History Month Speech, Edinburg, Texas, March 2009.

Hinojosa, M. (2009). *Do You Really Know Your Students: Using Pre-Admission Data to Inform Retention Strategies*, annual meeting of the Southern Association of Collegiate Registrars and Admissions Officers. New Orleans, Louisiana, February 2009.

- Hinojosa, M. (2008). *Recruitment and Retention Patterns of Hispanic Students*, annual meeting of the Texas Association of Collegiate Registrars and Admissions Officers. Corpus Christi, Texas, November 2008.
- Hinojosa, M. (2008). Valley View High School Commencement Address, Pharr, Texas, May 2008.
- Hinojosa, M. (2008). *Understanding the Future Majority: Recruitment and Retention Patterns of Hispanic Students*, annual meeting of the American Association of Collegiate Registrars and Admissions Officers, Orlando, Florida, March 2008.
- Hinojosa, M., Bussell P., & Latham, B. (2007). *Messaging, Email, My Space-So many new tools*, annual meeting of the Texas Association of Collegiate Registrars and Admissions Officers. Dallas, Texas, November 2007.
- Hinojosa, M. (2007). Premont High School Commencement Address, Premont, Texas, May 2007.
- Hinojosa, M. (2007). *Margaret Ruth Van Perry Award Winner Presentation*, annual meeting of the Southern Association of Collegiate Registrars and Admissions Officers. Little Rock, Arkansas, February 2007.
- Williams, M. (2006). Achievement and Retention Patterns in a Predominantly Hispanic Serving Institution of Higher Education. *The SACRAO Journal*, 19, 5-12.
- Williams, M. (2006). Keynote speaker Young Women's Summit, Edinburg High School, Edinburg, Texas, November 2006.
- Williams, M. & Packard, P. (2006). *Building the Relationship Bridge*, SETA Central annual meeting. Dallas, Texas, October 2006.
- Williams, M. & Packard, P. (2006). *Beyond the Recruit: Building the Relationship Bridge*, annual meeting of the Texas Connection Users Group. San Antonio, Texas, May 2006.
- Williams, M. (2005). *Emotional Intelligence and Student Success*, annual meeting of the Texas Association of Collegiate Registrars and Admissions Officers. Houston, Texas, October 2005.
- Williams, M. (2005). *Retention: Closing the Gaps*, annual meeting of the Texas Association of Collegiate Registrars and Admissions Officers. Houston, Texas, October 2006.
- Williams, M., & Jackson, T. (2005). *Role of Emotional Intelligence on Student Development & Retention*, Emotional Intelligence Conference. Kingsville, Texas, February 2005.
- Williams, M. (2004). *Are you a new Registrar?* (Panel), annual meeting of the Texas Association of Collegiate Registrars and Admissions Officers. San Antonio, Texas, November 2004.
- Williams, M. (2004). *Emotional Intelligence*, annual meeting of the South Texas Association of Collegiate Registrars and Admissions Officers. San Antonio, Texas, March 2004.
- Williams, M., & Groves, D. (2003). *A New Beginning*, annual meeting of the Southern Association of SCT Users. Tulsa, Oklahoma, October 2003.
- Williams, M. (2003). *Emotional Intelligence at Texas A&M University-Kingsville*, annual meeting of the Texas Association of Collegiate Registrars and Admissions Officers. Wichita Falls, Texas, October 2003.
- Williams, M., & Reyna, O. (2002). *Web for Faculty – Cold Turkey*, annual meeting of the SCT Education Technology Association. Las Vegas, Nevada, March 2002.
- Williams, M. (2001). *Web for Faculty – Cold Turkey*, IAs of Texas meeting. South Padre Island, Texas, October 2001.