Joel K. Munza

Summary of Qualifications

A dedicated enrollment leader who is focused on implementing innovative solutions that drive enrollment growth and advances overall goals of the university. Over 15 years of proven ability to transform enrollment divisions using cutting edge technology to develop effective and efficient processes that allow students to quickly achieve their objectives at the different stages of their journeys from prospect to graduation. An inclusive leader who employs collaboration, teamwork, and effective communication to meet the needs of all constituents from prospects to current students, parents to faculty and staff. A proven leader who has employed comprehensive marketing solutions to increase the university's brand awareness at the national and international stages.

Core competencies include:

- Transformative Leadership
- Financial Aid Optimization
- Marketing Strategies Development
- Organizational Change Management
- Advising & Student Support Services
- Performance data analysis

- Conflict Resolution and Management
- System Implementations & Utilization
- Strategic Planning & Assessment
- CRM & SIS Management
- Reporting and Auditing
- Process Optimization & Improvement

Experience

Vice President for Enrollment Management (May 2023 - Present)
Xavier University of Louisiana

- **Strategic Enrollment Leadership**:
  - Developed and implemented the University's comprehensive enrollment management plan, aligned with the institution's mission and strategic goals.
  - Managed oversight of Admissions, Financial Aid, Registrar, and One-Stop Shop, coordinating efforts that significantly enhanced enrollment outcomes.
- **Financial Aid Optimization**:
  - Administered and strategically allocated over $30 million in institutional scholarships, optimizing financial aid strategies to maximize student enrollment and retention despite the challenges posed by the FAFSA simplification process.
  - Achieved a 34% increase in average net revenue and a 13% reduction in the discount rate through refined aid allocation.
- **Recruitment and Marketing Innovations:**
  - Spearheaded a comprehensive overhaul of recruitment and enrollment marketing strategies, achieving the largest incoming class since 2005 and significant increases in new student enrollments (25% overall, 44% out-of-state).
  - Led the development and execution of integrated marketing strategies that increased conversions at every funnel stage, employing personalized communication campaigns and optimized content delivery across multiple platforms.
- **Technology and Process Enhancement**:
  - Leveraged advanced technology to enhance enrollment processes, adopting CRM systems (Slate) for personalized communication and integrating data analytics for informed decision-making.

- Digitized application and financial aid processes, significantly improving processing times and applicant experiences.
- **Compliance and Risk Management**:
  - Successfully led the university through a Department of Education program review, ensuring compliance and maintaining the institution's financial aid standing.
  - Implemented strategic oversight of compliance initiatives and guided the university through borrower defense claims, strengthening internal processes to safeguard against future regulatory risks.
- **Crisis Management**:
  - Led the university's response to a crippling three-month cyber-attack, implementing contingency plans to restore and secure data systems and rapidly rebuilding recruitment efforts to meet enrollment targets.
- **Budget Management:**
  - Managed an operational budget exceeding $1.5 million, ensuring the efficient allocation of resources and supporting strategic initiatives across the enrollment management division.
- **Team and Community Building**:
  - Cultivated a collaborative, inclusive environment that bridged academic and administrative functions, fostering holistic support for student success.
  - Supported key university offices—including Student Academic Success, Institutional Research, Institutional Advancement, Fiscal Services, and the College of Pharmacy's Office of Student Affairs—to achieve institutional enrollment and retention targets, ensuring strategic alignment across departments.

Associate VP for Enrollment Management (July 2021 – April 2023)
Augustana University

- **Strategic Enrollment Planning:** Developed and implemented a comprehensive strategic enrollment plan that supported and advanced university goals.
- **Leadership and Oversight:** Provided leadership and oversight of the Division of Enrollment Management, resulting in:
  - The largest incoming class since 1970.
  - A 90% year-over-year increase in international student enrollments.
  - A 25% year-over-year increase in new student enrollments.
  - The largest number of international students in the university's history.
- **Technological Advancement:** Leveraged technology to create an effective and efficient enrollment operation, advancing the university's enrollment goals.
- **Collaborative Strategy Development:** Collaborated with the CFO and Director of Financial Aid to evaluate and refine pricing and scholarship strategies, decreasing discount rates while increasing student headcount and net tuition revenue.
- **Marketing and Communication:** Spearheaded the development and implementation of integrated marketing and communication strategies to strengthen recruitment efforts at each stage of the funnel.
- **Process Improvement:** Evaluated and reimagined processes to create a seamless experience for prospective students at each level of the funnel.

- ▶ **Advisory Role:** Served as a member of the President's Council, advising the president and her cabinet on all enrollment matters.
- ▶ **Program Launch:** Partnered with the Provost, Deans, and department chairs to launch new programs at the undergraduate and graduate levels.
- ▶ **Strategic Partnerships:** Partnered with Deans and program chairs to launch key strategic partnerships, engaging middle school and high school students.
- ▶ **Diversity and Inclusion:** Implemented diversity and inclusion strategies that resulted in the most diverse incoming class in the university's history.
- ▶ **Budget Management:** Oversaw the preparation and management of an annual operating budget of over $1 million.
- ▶ **Comprehensive Recruitment:** Integrated faculty, staff, students, and alumni in the recruitment process to provide prospective students with a comprehensive campus experience during their campus tours.
- ▶ **Vendor Collaboration:** Worked with external vendors to build the top of the funnel through name buys and digital marketing.
- ▶ **Data Analytics:** Led the development and expansion of data analytics to predict and support student enrollment.

Director Of Enrollment Management Operations (August 2015 – June 2021)
Embry-Riddle Aeronautical University

- ▶ **Strategic Enrollment Planning:** Developed and implemented strategic enrollment plans in collaboration with leaders from all three campuses, resulting in:
  - ▶ 71% increase in female student enrollment
  - ▶ 48% increase in graduate student enrollment
  - ▶ 28% increase in total student enrollment
  - ▶ 12% increase in international student enrollment
- ▶ **Operational Oversight:** Provided daily operational oversight of all enrollment management services, including Admissions, International Student Services, Dual Enrollment, Honors Program, and Language Institute.
- ▶ **Process Enhancement:** Developed process enhancement solutions for enrollment services such as Advising, Registrar, One Stop Shop, Financial Aid, and International Student Services.
- ▶ **Budget Management:** Oversaw the development and management of a department budget exceeding $1 million.
- ▶ **Compliance Management:** Managed SEVIS registration processes for international students to ensure compliance.
- ▶ **Data Analytics:** Led the development and expansion of data analytics to predict and support student enrollment.
- ▶ **Communication Collaboration:** Worked in collaboration with the marketing department to build a comprehensive communication plan to enhance enrollment efforts.
- ▶ **Staff Management:** Hired, trained, and developed enrollment services personnel.

- ▸ **System Implementation:** Led the implementation of key enrollment management systems to enhance recruitment efforts and increase the yield of new students as well as the retention of current students. These implementations included:
  - ▸ A new CRM (Salesforce/TargetX) to create a fully integrated student experience from recruitment through graduation.
  - ▸ Two instances of Terra Dotta to manage the Study Abroad Program and International Student Services.
  - ▸ The Transfer Portal to enhance prospective transfer students experience.
  - ▸ The Student Retention Module powered by TargetX to identify early at-risk students and provide them with the support needed to succeed at the university.

Associate Director Of Admission Systems (November 2014 – August 2015)
Embry-Riddle Aeronautical University

- ▸ **Operational Oversight:** Provided daily operational support for the offices of Admissions, Registrar, Financial Aid, and Student Support Services.
- ▸ **Data Management:** Oversaw the management, analysis, and reporting of prospects, applicants, and international students. Ensured data integrity for all admissions files, applications, and decisions.
- ▸ **Admissions Support:** Responsible for daily operational support for undergraduate, graduate, transfer, and international admissions offices.
- ▸ **Technical Support Management:** Managed teams providing daily technical support for the student information system (PeopleSoft), document management system, and CRM within the division of Enrollment Management.
- ▸ **Digital Transformation:** Eliminated all undergraduate paper applications and implemented online applications using the Hobsons Radius CRM.
- ▸ **System Integration:** Managed the integration between the Student Information System (PeopleSoft) and the Student and Exchange Visitor Information System (SEVIS) to ensure accurate and compliant international student data.
- ▸ **Staff Training:** Trained staff members on the proper and best use of enrollment management systems and databases. Created documentation and training materials for the admissions systems.
- ▸ **Dual Enrollment Management:** Oversaw the dual enrollment processes from application to matriculation for high school students taking aviation courses at Embry-Riddle through a state-funded grant.
- ▸ **Reporting and Analysis:** Created reports and queries for the enrollment management division using both the Student Information System (PeopleSoft) and the CRM.
- ▸ **Vendor Management:** Managed and collaborated with third-party vendors to ensure the stability and effective use of recruiting systems, and identified new solutions to enhance recruitment efforts.

Assistant Director Of Admission Systems (February 2012 – November 2014)
Embry-Riddle Aeronautical University

- ▸ **CRM Administration:** Served as the lead CRM Administrator for the division of Enrollment Management, managing and maintaining all online and electronic admissions/inquiry forms.

- ▸ **Data Management:** Managed the importing of all suspect/prospect data and test scores into the Student Information System (SIS) and CRM.
- ▸ **Communication Planning:** Developed, monitored, and executed communication plans for prospects, applicants, and students.
- ▸ **System Implementation:** Tested and implemented new systems to streamline the admissions process for applicants and prospective students, including:
  - ▸ Implementation of a new CRM (Hobsons Connect) to manage prospective students and communication flows.
  - ▸ Implementation of the Oracle Imaging Workflow for the Offices of Admissions.
- ▸ **System Administration:** Administered the Admissions module of Campus Solutions, providing daily support to the division of Enrollment Management.
- ▸ **Reporting and Queries:** Created reports and queries for the enrollment management division in both the SIS and the CRM.
- ▸ **Workflow and Communication Flows:** Built workflows and communication flows in the document management system, CRM, and SIS.
- ▸ **Data Integrity:** Performed proactive analysis of data to ensure data integrity.
- ▸ **Staff Training:** Provided training to the Enrollment Management staff on new systems and processes.
- ▸ **Applicant Support:** Provided support to applicants and prospective students throughout their application process to Embry-Riddle.
- ▸ **SEVIS Data Management:** Oversaw the batching of international student data to SEVIS using a customized interface between the SIS and SEVIS.

System Analyst (September 2008 –February 2012)
Bethune Cookman University

- ▸ Provided oversight of daily operations support for the offices of Admission, Registrar, Advising, Student Housing, Financial Aid and Student Support Services
- ▸ Lead the implementation of the student information System and its database from the old Jenzabar on the AS400 platform to the Jenzabar EX
- ▸ Coordinated testing and implementation of new administrative and academic systems (Jenzabar EX, Black Board, PowerFaids, Jenzabar Internet Campus Solution, Web purchase, OneCard, etc), software enhancements/upgrades, and new operating systems
- ▸ Maintained data integrity while providing training and technical assistance to students, faculty, and administrative/academic departments
- ▸ Performed system administration tasks on Jenzabar Ex, university's administrative and academic system, and ensured a proper data flow between the administrative/academic system database and third party software such as OneCard system, Black Board, and PowerFaids
- ▸ Performed SQL Server database administration tasks which include:
  - ▸ Managing user access and security of the student information system, CRM and third party software
  - ▸ Maintaining an overall health and performance of database servers
  - ▸ Ensuring that storage, archiving, back-up and recovery procedures are functioning correctly
  - ▸ Overseeing design and maintenance of online components of the university including the distance learning programs

▶ Researching and recommending new technologies

Education

M.S. Business Administration with a Concentration in Aviation Finance (2013-2016)

Embry-Riddle Aeronautical University

B.S. In Computer Engineering (2005-2008)

Bethune Cookman University

A.S In Computer Information Technology (2002-2004)

Daytona Beach Community College

Skills

- **SIS**: Banner, PeopleSoft (Campus Solution), Jenzabar EX and CX
- **CRM System Managements** : Slate, Hobsons Connect, Radius, Salesforce, and TargetX
- **Reporting tools**: Argos, Salesforce, Demand Tools, Hobson Connect, SQL, Discover, PeopleSoft Query, Infomaker, Query 400, and Teammate.
- **General**: proficient in 5 languages (French, English, Swahili, Luba, and Bemba.