

Arnold Trejo

Academic Background

Doctorate in Curriculum and Instruction; Higher Education <i>University of Texas Rio Grande Valley</i>	<i>In Progress</i>
Masters in Educational Administration <i>University of Texas – Pan American, Edinburg, TX</i>	1995
Management Development Program <i>Harvard University</i>	1994
Bachelors of Business Administration, Finance <i>Texas A&M University – Kingsville</i>	1981

Testimonials

“...quickly forged a long-missing close partnership with the Office of Admissions that has significantly enhanced our ability to attract and enroll students we most seek – from National Merit scholars to first generation college students [...] ability to work with others units easily, bureaucratic and financial skill, creativity, and compassion and caring, all have played critical part in Texas A&M’s unparalleled success over the years in enrolling significantly increased numbers.”

Dr. Robert M. Gates, Texas A&M University President

“Mr. Trejo’s extensive experience in higher education and his leadership skills and abilities, he was able to mentor me in such areas [of] leadership, decisiveness, and emotional intelligence [...] one of the most admirable leadership qualities that I have come to appreciate and emulate is the importance he places on having high emotional intelligence. I strongly appreciate that he values his employees (human capital); approachable and sensitive to needs of his employees.”

Rob Z. Treviño, Assistant Director UTRGV

Notable Accomplishments

- **Texas A&M University-College Station:** Created a statewide Outreach program to increase the enrollment mix and increase the minority students attending Texas A&M University. Our success was quite remarkable—on the Fall 2005 Semester out of 6,500 entering Freshmen, 1,002 were Hispanics and African American enrollment was up by double digits.

- **Texas A&M University-College Station:** Created the Regent’s Scholars Scholarship Program to target first generation, low socio economic students. The Regent’s Scholars Program created 600 scholarships worth \$5,000 per year for four years. The success of this program enabled Texas A&M University to accomplish its minority students and economic diversity of its students.
- **University of Texas Pan-American:** Increase enrollment by 30% during my tenure as Assistant Vice-President of Enrollment Service and Director of Financial Aid & Outreach
- **University of Texas Rio Grande Valley (UTRGV):** Significantly involved in a **higher education start up** by merging two legacy institutions—University of Texas Pan American and the University of Texas at Brownsville, creating a new university UTRGV with more than 29,000 students.
- **University of Texas Rio Grande Valley (UTRGV) Medical School Start-Up:** Developed the business processes necessary for the UTRGV Medical School start-up and had oversight on enrollment management to create the medical school start-up.
- **University of Texas Rio Grande Valley (UTRGV):** Through involvement of the Texas Higher Education Coordinating Board Negotiated Rulemaking process, I made a strong business case for UTRGV to have the largest allocation of TEXAS Grants at \$40.1M funding level. Over 8,000 UTRGV students are assisted per year.

Professional Work Experience

Texas A&M University – Kingsville

July 2017 – present

Executive Director of Financial Aid & Veteran Affairs

- Responsible for the overall administration of federal, state and institutional financial aid programs.
- Manage the administration of \$75M in financial aid and awarding strategically to improve our yield rates.
- Have awarded First Time In College (FTIC) starting November 1, 2017. The earliest ever at Texas A&M University Kingsville.
- Streamline business work process flows to improve customer services and disbursed to 35% more students this Fall 2017 versus Fall 2016.
- Build strong working relationships with Deans, VPs, Admissions, Communication Center, TRIO programs and others to achieve our Fall 2018 FTIC enrollment goal of 1,300 entering freshmen.
- Addressing compliance issues identified through the Department of Education draft report on potential audit findings during a Program Review.
- Utilizing our Communication Center to communicate to High School Counselors on our early award messaging and improve our relations with the high schools.
- Conducting Financial Aid Outreach to improve financial aid services in targeted feeder high schools.

- Provide veteran benefits to students and families for service to our country.

University of Texas Rio Grande Valley
Director of Financial Aid

Feb. 2014 – June 2017

- Responsible for the overall administration of federal, state and institutional financial aid programs at UTB and UTRGV during the transition and accreditation process.
- Manage and oversee the development and administration of the Financial Aid Office budget; direct the forecast of funds needed for staffing, equipment, materials and supplies; direct the monitoring of and approve expenditures; direct the preparation of and implement budgetary adjustments as necessary.
- Represented the Financial Aid Office to other University departments, administrators and outside agencies; explain, justify and defend Financial Aid Office programs, policies, and activities; negotiate and resolve sensitive, significant and controversial issues.
- Keep the university current with all Department of Education requirements and regulations.
- Plan, direct and coordinate the Financial Aid Office work-plan; meet with management staff to identify and resolve problems; assign projects and programmatic areas of responsibility; review and evaluate work methods and procedures.
- Ensure compliance in all areas in preparation for State Audits for Federal and State Financial Aid Programs.
- Secured largest allocation of TEXAS Grant in the state in favor of UTRGV, \$40.9 million.
- Expanded AmeriCorps Program to the Edinburg Campus with a \$2.5 million, 3-year grant, to provide services to Brownsville ISD, Edinburg CISD, McAllen ISD and San Benito ISD through 80 AmeriCorps members (UTRGV student-employees).
- Coordinated implementation of Perceptive Content imaging system for financial aid operations.
- Respond to and resolve difficult and sensitive employee, student and citizen inquiries and complaints.
- Assumed full management responsibility for all Financial Aid Office services and activities including analyzing major automation requests and recommending prioritized listings; recommend and administer policies and procedures.
- Managed the development and implementation of Financial Aid Office goals, objectives, policies, and priorities for each assigned service area; establish, within University policy, appropriate service and staffing levels; allocate resources accordingly.
- Continuously monitored and evaluated the efficiency and effectiveness of service delivery methods and procedures; assess and monitor work load, administrative and support systems and internal reporting relationships; identify opportunities for improvement; direct the implementation of changes.
- Select, train, motivate and evaluate department personnel; provide or coordinate staff training; work with employees to correct deficiencies; implement discipline and termination procedures.

- Coordinate Financial Aid Office activities with those of other departments and outside agencies and organizations; provide staff assistance to the Vice President for Enrollment Services; prepare and present staff reports and other necessary correspondence.

Director of Financial Aid & Veteran Services
Texas Southmost College (higher ed. start-up)

Feb. 2013 – Feb. 2014

- Responsible for the overall administration of federal, state and local financial aid programs.
- Provided assistance to the Associate Vice-President of Student Services for the higher education start-up of the college. Areas included Financial Aid, Veterans Services, Admissions, Academic Advisement, Testing, and Student Life.
- Assisted in the creation and development of job descriptions, job postings and recruitment of qualified candidates for the Enrollment Services Center.
- Assisted in the development of an Enrollment Services Center by developing work process flows and office layouts to create a One Stop Shop services center for students.
- Recruited, hired, and provided the training for the Financial Aid & Veterans Service Center
- Coordinated the implementation of the Colleague Financial Aid Module for packaging of Title IV programs.
- Promoted an exceptional customer service environment and developed inbound/outbound calling campaigns.

Executive Vice-President of Operations
Texas A&M University

May 2012 – Jan. 2013

- Responsible for overall operations of college access & success programs, college preparatory programs at the K-12 Level and Parental Engagement Initiatives.
- Engage in grant writing programs and activities to assure the sustainability of the Abriendo Puertas (Opening Doors), a 501 (c) 3 Non-profit.
- Develop and pursue higher education institution partnerships to assist with student enrollment objectives such as becoming a Hispanic Serving Institution (HSI), achieve their enrollment mix and improve their retention rates.
- Work with colleges and school districts by developing and marketing a college prep, college access & success curriculum called Families4College which is a Texas A&M University Faculty research-based program in promoting higher education at the 7th grade through the collegiate level.
- Member of the Abriendo Puertas Executive Team that consist of the President & CEO, the Chief Financial Officer and my position of Executive Vice-President of Operations, who have responsibilities over budgeting, auditing, human resource administration, marketing, new product development, negotiate contracts, governmental relations, fund development or sustainability and public relations.
- Analyze and review demographic trends to identify emerging markets and develop strategies to promote higher education such new markets.

Allstate

June 2010 – Apr. 2012

Agency Owner, San Antonio, TX.

- Acquired ownership of two Allstate Agencies that were merged into a large agency and implemented new sales and marketing processes for profitability and market growth.
- Introduced technology and innovative approaches to improve customer services and customer satisfaction.
- Provided extensive employee training to provide consistency of information given to customers and improve customer retention.
- Used dashboard data and numerous reports to segment the San Antonio market to increase sales growth in a highly competitive environment.
- Worked collaboratively and created strong partnerships with various Allstate Corporate staff to improve staff development and help succeed to become a 2.2 million dollar operation.

Vice-President-Sallie Mae, Inc. Southwest Region,

Jan. 2006 – Oct. 2009

Sallie Mae, Inc.-Fishers, Indiana

- Assembled and developed a strong, cohesive team in the Southwest Region when USA Funds Services decided to expand its market presence, particularly in the 4 billion dollars loan guarantee business in Texas.
- Provide consulting services to colleges and universities in the Southwest Region states including Texas, Louisiana, Oklahoma, Arkansas and New Mexico. Areas of concentration are student budgeting and affordability, loan debt management, loan default prevention, student recruitment, target marketing, tuition pricing and student retention.
- Work collaboratively with Noel-Levitz to help universities improve their retention and graduation rates. Conduct student retention workshops to university customers and identify the cost-savings to the institution by improving student retention.
- Conduct strategic planning sessions to assess the market, evaluate our products and services, perform environmental scans, identify useful benchmarks, determine performance metrics and market growth goals.
- Work collaboratively within the company to achieve business goals. Areas include but are not limited to: Research & Development, Marketing Department, Information Technology Department, Debt Management Team, Technical Consulting Team and other departments. Such efforts result in leveraging the existing resources available in the Southwest Region.
- Utilize the Siebel Customer Relationship Management (CRM) system to gather market intelligence, identify customer needs, and perform trend analysis, review dashboard performance metrics and sales analytics.
- Developed and deployed the 2Futuro Program targeting the Hispanic markets nationally. 2Futuro is a Spanish first outreach, scholarship and student loan program designed to target the Hispanic parents that prefer Spanish language information, materials and process to apply for student loans/scholarships.
- Identify industry performance benchmarks with competitor student loan guarantors throughout the country. Analyze market share statistics and develop new strategies to

compete in the business environment.

- Assist the Research & Development department to identify new programs and services needed for colleges and universities after extensive market research. The current R&D annual budget is 30 million dollars a year for new product development and deployment, existing product enhancements and conducting research studies.
- Provide training programs in the areas of Title IV federal rules and regulations to universities.
- Promote Financial Literacy programs on campuses through the USA Funds LifeSkills program. LifeSkills empowers students to use their financial aid awards and scholarships wisely through our award-winning money management and financial literacy curriculum.
- Develop an aggressive marketing plan for the Southwest Region to increase business by targeted sales growth goals.
 - Have accomplished in growing the Texas loan guarantee market for USA Funds by 150% in the last two years. Achieved a major milestone of reaching over the 1 billion dollars sales volume growth for the Southwest Region.

Assistant Provost & Executive Director, Student Financial Aid

Sept. 2000 – Dec. 2005

Texas A&M University – College Station

- Responsible for the overall administration of federal, state and local financial aid programs totaling 375 million dollars per year. Manage 100 full-time employees, 2 graduate assistants, 5-15 Peer Counselors, 1 Outreach Intern, and 30-40 part-time student employees. Oversight of the following departments: Financial Aid Outreach and Student Assistance, Scholarships Administration, Financial Aid Counseling, Information Management, Student Loans, Student Employment, Information Technology, Veterans Services, and Accounting.
- Established culture of collaboration with the Office of Admissions and Records (OAR), the Office of Honors and Academic Scholarships, the University Relations Office, Office of the Vice President for Student Affairs, General Academic Programs, Measurement and Research Services, Student Business Services, Computer Information Services, the Corps of Cadets, etc., to strategically recruit and retain academically prepared students to our campus and to obtain and implement a technological student system as part of a University effort to obtain an integrated Enterprise Information System.
- Maintained positive working relationships with counselors, teachers and administrators from feeder high schools and across the State. Developed outreach initiatives for prospective students from high schools and community colleges.
- Created a state-wide outreach program by hiring 20 positions to strategically target prospective student markets. The Prospective Student Centers are located in Dallas/Ft. Worth, San Antonio, Houston, the Rio Grande Valley (McAllen), Corpus Christi and Laredo. These centers are staffed by both Admissions Counselors and Financial Aid Advisors to market the university and explain the affordability of an A&M degree.
- Developed the Regents' Scholars program, providing up to 24 million dollars to academically prepared students to achieve diversity goals. The Regents' Scholarships are for first generation college students of lower-socio economic status identified as family adjusted gross income of \$40,000 or less. Scholarship award amounts are \$5000 per year renewed for 4 years. Approximately 70% of the Regents' Scholarship recipients were minority students.

- Administratively responsible for a 6.5 million dollar departmental budget as well as various reports submitted to external agencies such as the U. S. Department of Education, State of Texas Higher Education Coordinating Board, Texas Guaranteed Student Loan Corporation, and others. Directs continuous strategic and operational planning program to identify goals and objectives of the department to compliment the overall mission of Academic Affairs and the institution.
- Provided leadership to the management staff for the implementation of Total Quality Management (TQM) principles, such as being customer-driven, using statistical analysis to assess performance, exercising employee empowerment to make sound decisions after appropriate training is given, insistence on “continuous improvement” of work processes and technological uses, setting up recognition and reward programs to improve employee morale and increase productivity.
- Transformed the Student Financial Aid Office by automating manual processes and pushing those processes to the web. Such strategy allowed our student customers to have 24/7 financial aid and scholarships services. Acquired the necessary funding to increase computer technical staff from 3 to 15 full time equivalent positions for the purpose of automating.
- Implemented a new imaging system through collaboration with OAR to significantly improve paper process flows and reducing the turn-around time for application processing.
- Developed a Contact Management System (CMS) to initiate calling or outreach campaigns to prospective students from targeted areas or high schools.

Assistant Vice President for Enrollment Services,
University of Texas – Pan American

Jun. 1998 – Sept.2000

- Responsible for major areas of enrollment management—Admission Recruitment, Financial Aid, Scholarships, New Student Orientation, Enrollment Management Marketing, TRIO programs and Student Outreach.
- Supervised 60 full-time employees and approximately 120 part-time employees. Areas of responsibility include the Student Financial Services Office, Office of Student Outreach, Student Orientation Office, Upward Bound Program, Educational Talent Search (ETS), College Assistance Migrant Program (CAMP), High School Equivalency Program (HEP), Mother Daughter Program and the TexPrep Program.
- Administratively responsible for a 3.2 million dollar departmental budget as well as various reports submitted to external agencies such as the U. S. Department of Education, State of Texas Higher Education Coordinating Board, Texas Guaranteed Student Loan Corporation and others. Conducted annual planning program to identify goals and objectives of the department to compliment the overall mission of the institution. Assessment of goals and objectives that accomplished by having quarterly performance review meetings with Goal Team Leaders.
- Provided leadership to the administrative unit for the implementation of Total Quality Management principles such as being customer-driven, using statistical analysis to assess performance, exercise employee empowerment to make sound decisions after appropriate training is given, insistence on “continuous improvement” of work processes, setting up recognition and reward programs to improve employee morale and increase productivity.
- Worked collaboratively with the Admissions Processing Office, the Office of Counseling and

Advisement, the High School to University Relations Office, Testing Office, Comptroller's Office, the Computer Center, Student Development, etc., to strategically recruit and retain academically better prepared students to our campus.

- Maintain positive working relationships with counselors, teachers and administrators from feeder high schools. Conduct high school financial aid presentations to disseminate information on educational financing and college costs. Organize an annual Financial Aid Fair that attracts over 2,500 high school seniors from the surrounding high schools.
- Responsible for the overall administration of federal, state and local financial aid programs totaling 40 million dollars per year.
- Lead university efforts to improve both the recruitment and retention of students through building of relationships across colleges and departments.
- Responsible for automation of recruitment procedures, development of a data driven marketing strategy, which includes direct mail campaigns, dividing target markets by territories and by outreach specialists.

Director of Financial Aid Office,

Jun 1987 – May 1998

University of Texas – Pan American

- Administratively responsible for 32 million dollars of financial assistance from federal, state, and local resources.
- Maintained budgets, responsible for various required reports to U. S. Department of Education, planning and preparation of annual capital budgets.
- Evaluated the technology needs of the office to improve the Financial Aid Delivery system.
- Established linkage with agencies and organizations to enhance the Financial Aid Processes.
- Prepared three and five-year trend analysis to study patterns of growth/non-growth programs.
- Surveyed and interpreted statistics for budget construction, assessments and estimations of needed funds.
- Established policies and procedures for a fair and equitable system of packaging student awards.
- Supervised 20 staff members.

Director of Financial Aid and Veterans Office,

May 1985 – Jun 1987

Texas State Technical – Harlingen, TX

- Planned and directed the administration of 4.5 million dollars from federal, state and local financial aid programs.
- Supervised professional and clerical staff members in order to assure an efficient systematic financial aid delivery system, constructed student budgets and submitted them to the Coordinating Board for approval.
- Involved program staff in planning and implementation of activities, developing a cohesive working team in all areas.
- Established and maintained communication with various organizations that work toward educational equity at the local, state, and national levels.

- Responsible for the overall administration of veteran educational benefits to qualified students.

Director of Financial Aid Office,

Nov 1983 – May 1985

Texas State Technical College – Waco, TX

- Planned and directed the administration of 5 million dollars from federal, state, and local financial aid programs.
- Successfully implemented and integrated information student system, Colleague to automate student aid processes.

Financial Aid Officer,

Sep 1981 – Oct 1983

Texas A&M University – Kingsville, TX

- Assisted in planning and directing the administrative and operational activities of the Student Aid Office.
- Administrative and functional supervision of administrative and support staff.

Specialized Training

Texas A&M University

- Management Skills Development Program, 2001
 - The Center For Executive Development, Lowry Mays College & Graduate School of Business
- Leadership Institute 2000

Harvard University

- Summer Institute on College Admissions, Jul 1999
- Management Development Program Jun 1994

Covey Certificate of Completion

- The 7 Habits of Highly Effective People Sep 1997

State of Texas Governor’s Center for Management Development,

- Leadership Development Program Jun 1993

University of Texas – Pan American

- Leadership Program 1992 – 93

Southwest Texas State University,

- School of Business Professional Development Program May 1991

Presentations

American Association of Collegiate Registrars and Admissions Officers

- Default Aversion at Texas A&M University—College Station
- A Clear and Present Danger to Institutional and Student Success
- Hispanic Enrollment, Financial Assistance and Affordability at TAMU

College Board-SW Forum

- Qué, Cómo, & Cuándo

Hispanic Summit

- Diversity of the Texas A&M Student Body: A Full Court Press Strategy

Council for Management of Educational Finance

- From Default Aversion to Enrollment Management

National Association of Student Financial Aid Administrators

- Proven Programs at Texas A&M University
- Enhancing Default Aversion Strategies in an Era of Enrollment Management Mandates
- Multiple Perspectives on Re-organizing the Financial Aid Office
- Financial Aid and Immigration Issues

California Association of Student Financial Aid Administrators

- Qué, Cómo, & Cuándo

Texas Guaranteed Student Loan Corporation

- Implementing a State Wide Outreach Program

Texas Association of Collegiate Registrars and Admissions Officers

- Tuition and Financial Aid Leveraging

National Council of Higher Education Loan Programs (NCHELP)

- Default Prevention Strategies at University of Texas - Pan American

Southwest Association of Student Financial Aid Administrators

- Reauthorization of Higher Education Act of 1965

State of Texas Appropriations Committee

- Testified before the Subcommittee on Financial Aid issues

Texas Association of Student Financial Aid Administrators

- Innovative Ideas and Processes

South Texas Higher Education Authority

- University of Texas – Pan American Report

South Texas Association of Registrars and Admissions Officers

- Technology Issues and Financial Aid Processes

University of Texas – Pan American Administration

- Successful Default Prevention Tools

Briefing to the Enrollment Management Task force, University of TX – Pan American

- Total Quality Management Process

Briefing to the President’s Council, University of TX – Pan American

- Financial Aid Office Overview

Briefing to the Dean’s Council, University of TX – Pan American

- Technology Issues

Financial Aid Office Staff, University of TX – Pan American

- Process Management Session

State of Texas, TEXAS Grant Oversight Committee

- Testified regarding the successful implementation of the TEXAS grants to academically well-prepared and financially needy students.

Technology Enhancements

- Implementation of Web Tele-Matriculation System
- Implementation of Student Financial Aid Self-Service System (Portal)
- Implementation of Web Based Loan Application and Release System (Short Term and Emergency Tuition and Fee Loan Automation)
- Implementation of Web Based Student Employment System (JobsforAggies)
- Implementation of Imaging System
- Experience in the Implementation of Student Information Systems (One implementation at TSTC / Waco, two integrated student information systems at UT Pan American and one at TSC)
- Information Associates' Financial Aid Management System
- Implementation and Completion of Express Lab for Financial Services
- Electronic Payment Reporting to Department of Education
- Loan Default Prevention Automation

Awards and Honors

- Texas Guaranteed Student Loan Corporation Award, Breaking Through - Outreach Initiative, 2005
- Texas Guaranteed Student Loan Corporation Certificate of Appreciation, 1999
- Director of The Year, Division of Business Affairs, 1999
- Council for the Management of Educational Finance, April 1999
- School Advisory Group of Education First Award, Thinking Out of the Box, 1998-99
- Outreach & Recruitment Meritorious Team Award, 1998
- Sallie Mae National Award Recipient, 1998
- Quality TX Foundation Senior Examiner Award, 1997
- Texas Quality Board of Overseers Certificate of Appreciation, 1997
- Extraordinary Service Award as Interim Police Chief, January 1993
- Outstanding Leadership Award, Division of Business Affairs, May 1991

Professional Contributions

- College Board - Southern Region Council Member, 2005-06
- Council of University Presidents & Chancellors, Chair- Enrollment Services Efficiency Committee, 2004-05
- Presenter at California State Association of Financial Aid Administrators (CASFAA), Arkansas Association of Student Financial Aid Administrators (AASFAA) & New Mexico Association of Student Financial Aid Administrators (NMAFAA), 2004-05
- Sallie Mae Advisory Council, 2004-05
- Co-Chair – TG Council for the Management of Educational Finance, 2004-05
- NASFAA Federal Reauthorization of the Higher Education Act of 1965, Task Force Committee, 2001-05
- Associate Board Members – South TX Higher Education Authority
- Lender School Advisory Member – Texas Guaranteed Student Loan Corporation
- Past President and Board Member – IA's of TX Computer Users Group

- Past Fall Conference Chair – Texas Association of Student Financial Aid Administrators (TASFAA), Fall Conference 2004, Corpus Christi, Texas
- Committee Member – TASFAA Public Relations Committee
- Coordinator – TASFAA South TX Regional Rally
- Coordinator – TASFAA High School Counselor Training Project
- Chair – TASFAA Site Selection Committee
- Founding Member – Texas Guaranteed Student Loan Corporation Council for the Management of Educational Finance
- Member – Texas Quality Board of Overseers
- Member- Texas A&M University Minority Recruitment & Retention Committee
- Chair- Texas A&M Enterprise Information System Project Director Search Committee
- Member- Texas A&M University Tuition Advisory Council
- Officer- Texas A&M University Scholarship Committee
- Chair – UTPA University Scholarship Committee
- Ex-Officio member – UTPA Financial Aid Advisory Committee
- Chair – UTPA Institutional Compliance Subcommittee for the Division of Enrollment and Student Services
- Chair – UTPA Institutional Assessment Subcommittee for the Division of Enrollment and Student Services
- Chairman – UTPA Institutional Assessment Subcommittee for the Division of Enrollment and Student Services
- Committee member – UTPA Information Resources Committee

Professional Associations

- American Association of Collegiate Registrars and Admissions Officers (AACRAO)
- National Association of Student Financial Aid Administrators (NASFAA)
- College Board - Southwestern Region
- Southwest Association of Student Financial Aid Administrators (SWASFAA)
- Texas Association of Collegiate Registrars and Admissions Officers (TACRAO)
- Texas Association of Student Financial Aid Administrators (TASFAA)
- National Student Employment Association (NSEA)
- Southern Association of Student Employment Administrators (SASEA)
- Student Information Systems Users Group
- Texas Guaranteed Student Loan Corporation Re-engineering Project
- South Texas Higher Education Authority Associate Board Member
- National Association of College and University Business Officers (NACUBO)
- Southern Association of College and University Business Officers (SACUBO)
- Texas Quality Board of Overseers, TX Quality Foundation
- The University of Texas – Pan American, Alumni Association
- Texas Higher Education Coordinating Board, Financial Aid Advisory Committee
- National Council Higher Education Loan Programs (NCHELP)