



Jorge Martinez  
1520 Malvern St.  
Houston, TX 77009  
[jxmartinez.com](mailto:jxmartinez.com)  
[jxmhtx@icloud.com](mailto:jxmhtx@icloud.com)

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EAB  
2445 M St. NW  
Washington, D.C. 20037

Dear Hiring Manager,

I wish to apply for the **Senior Director Role in Research and Strategic Advisory Services** role at EAB (606944). I currently act as the Director of Data Strategy at BakerRipley. I have eleven years of experience in applied research design, statistics, data visualization, and reporting in education. I am passionate about science, open-source tools, and uncovering patterns in data to support social good.

This role calls for an individual that can oversee research studies in Administrative Effectiveness in institutions of higher education. I spent nine years at the University of Houston (UH) sharpening my substantive expertise in institutional research, starting as a senior research analyst and then becoming the Director of Research and Reporting for Enrollment services. In these roles, I was responsible for creating data solutions that tracked key measures for institutional effectiveness, including enrollment tracking, financial aid, student success, and institutional benchmarking. I was the architect behind many of the dashboards on [UH By The Numbers](#) and the [UH Statistical Handbook](#).

In Enrollment Services, I automated tracking and analyses of operational activities including new student orientation and the financial aid awarding processes. Both processes are critical inflection points for whether a student decides to enroll, a key measure for institutional funding. For new student orientation, I tracked daily data and analyzed time to enrollment to identify bottlenecks in the enrollment process. For financial aid, I wrote computer programs to parse admissions data, calculated varying award levels, and generated files used to process awards in our system and to populate award letters. I had the privilege of working with Stacie Toal and Brett Schrader from the EAB Financial Aid Optimization team to model award amounts and targets. Working with this team showed the value EAB delivers and the kind of professionals that work there – folks I wish to emulate as a professional.

I also worked with the UH Provost and President on key administrative initiatives. First, I collaborated with colleagues in Student Success to develop models to predict students at-risk for leaving in their first year at the university. We used admissions, financial aid, academic, and demographic data collected on a semester basis to calculate risk scores for students at-risk for exiting the university. We identified students at highest risk for targeted intervention delivered by college advisors and staff. Second, I supported the President and her cabinet members in understanding institutional metrics used in the US News & World Report (USNWR) college rankings. I provided benchmarking and longitudinal analyses to support the President's initiatives in operations and enrollment using IPEDS and USNWR data sources. Finally, I used time-series forecast methodologies to support the university to set enrollment goals for the next five years at the major level. In combination, this research improved enrollment funnel processing, optimized financial aid awarding, and supported student success which helped UH enroll one of the largest incoming freshman class in Fall 2024 (<https://bit.ly/uh-fresh-24>).

I also have experience in K-12 research as the Director of Data Science for the Houston Independent School District. I led a team of seven data scientists in charge of analyzing student operations (e.g. enrollment, attendance, performance), survey analysis, and many special projects for the Chief Academic and Finance officers. For example, a colleague and I developed an incentive program for campus principals which resulted in retaining 4,000 more students than expected in a challenging environment of enrollment decline. We conducted time series analysis of student enrollment for 274 schools and output individual parameterized reports (redacted, [bit.ly/attr-mob](http://bit.ly/attr-mob)) to support enrollment efforts at each campus using the power of R. Our work was featured in the Houston Chronicle where you can see our incentives program and our presentation to district leadership ([bit.ly/hisd-enr](http://bit.ly/hisd-enr)).

Currently, I lead a team of three researchers in Data Strategy at BakerRipley. We provide data analysis and evaluation research for over 40 programs that deliver socioeconomic mobility programming in the Greater Houston Area. We work with all areas of the agency, including programs, human resources, IT, and the executive cabinet. We recently developed an experimental design to evaluate the impact of different get-out-the-vote tactics in five Houston area neighborhoods in the November 2025 election for our Civic Engagement team. I guided the team in operationalizing the study, identifying the right statistical methods to evaluate the interventions, and in communicating findings to our stakeholders. My leadership style is to empower my analysts to conduct the research themselves. I do this by giving them the resources they need, including samples of my previous work, sections of books to reference, online materials outlining similar approaches, and making myself available for questions or troubleshooting code. We take a creative approach in communicating findings through visualizations. For example, our team provided maps, charts, and tables to support our grants team applying for program funding. We used Census and agency data to demonstrate how BakerRipley is best positioned to deliver programming for career services in the Gulf Coast region, which resulted in winning a \$22.3 million grant.

As my title indicates, my role is also responsible for setting the agency's data strategy. I recently completed a three-year plan to implement the agency's digital transformation. In collaboration with IT, our projects include democratizing our CRM platform, developing a data warehouse for strategic data analysis, socializing data science practices and open-source tooling for agency data analysts, and developing an in-house chatbot to support our clients to navigate agency programming.

Finally, on a personal level, I am a life-long learner and huge fan of the sciences. I am a proud member of the Houston Museum of Natural Science. I also enjoy graphic design: I created departmental logos at HISD and BakerRipley. According to my Clifton Strengths, three of my top five characteristics fall into strategic thinking (Learner, Intellection, Input) and two are in relationship building (Empathy, Connectedness). According to the Culture Index, I fall into the Philosopher archetype. If you take a look at my supervisor report ([bit.ly/supe-pulse](http://bit.ly/supe-pulse)), I consistently provide strong support for my team. I make sure they have the coaching and resources to do their best work.

I have included my CV to provide more information on my qualifications. I have also included links throughout this document with examples of my work. You may also visit my website at [jxmartinez.com](http://jxmartinez.com). Thank you very much for your consideration. If you have any questions regarding my candidacy, please call me at (206) 399-1370 or email me at [jxmhtx@icloud.com](mailto:jxmhtx@icloud.com)

Sincerely,

A handwritten signature in black ink that reads "Jorge Martinez". The signature is written in a cursive, flowing style.

Jorge Martinez