

Douglas A. Freed

Strategic, innovative and data-informed leader, successfully achieving organizational objectives collaboratively, using leadership, enrollment management, collaboration, and technology skills. Productively progressed through higher education positions, including Director and Dean, at both a highly diverse, national research university and comprehensive, highly diverse community colleges, serving students from all market segments. Successes included consistent enrollment growth, development of teams and individuals, creation of strategic enrollment strategies, admissions recruitment and enrollment operations, budget and project management, technology system implementations, data analysis and external collaboration and representation of institutions.

Scope of leadership has included positions as chief enrollment officer, dean of enrollment management and director of admissions and oversight of units including Admissions and Recruitment, Communications, Enrollment Management, Financial Aid, International Admissions and Services, Marketing, Orientation, Registration and Records, Retention, One-Stop Centers, Technology, and Transfer Students.

PROFESSIONAL EXPERIENCE

Wayne State University, Detroit, MI. (27,000 students), let go, budget 2015 - 2018
ERP System – Ellucian Banner, CRM System - Salesforce

Director, Transfer Student Success Center (TSSC), Office of the Provost, new position

Enrollment Success

- Increased applications, admissions and yield of new community college transfers each fall since the conception of the TSSC in 2015, serving as the first permanent director.
- Progressed WSU to the number one transfer destination for Michigan community college transfers.
- Increased new transfer enrollment by nearly 8% in a highly competitive market.
- WSU was one of three Michigan public universities to increase new transfers in fall 2016 and 2017.
- Increased community college yield an average of 9.5% since 2015.
- Increased transfer student retention by 13% to a record high level.
- Achieved record high number of Transfer Merit Scholarship offers and yield for fall 2018, while decreasing offer cost by 7%.
- Developed and implemented Transfer Open Houses with a 70-85% yield rate for admitted students.
- Enhanced the reputation of the University through the Michigan Association of Collegiate Registrar's and Admissions Officers 2017 Innovation in Transfer Award.
- Developed nomination to be awarded the Phi Theta Kappa Honor Roll designation for transfer student success in 2017 and 2018, one of only two universities in Michigan awarded both years.

Enrollment Management

- Created, directed and implemented the transfer student enrollment plan, in collaboration with internal units. Developed new community college markets to compensate for declining primary markets.
- Extensively collaborated with WSU schools/colleges to create and implement enrollment strategies.
- Developed and implemented joint programming with academic and student affairs colleagues, including Transfer Welcome, Transfer Student Learning Community, Transfer Open Houses, Tau Sigma chapter and on-site community college programs.
- Developed and implemented transfer days on-campus to provide highly personalized service.
- Created Phi Theta Kappa Day to bring high-achieving community college students/advisors on campus.
- Completely redesigned transfer web site to organize information and implemented social media tools.
- Designed actionable student research surveys to remove obstacles in the enrollment process.
- Initiated an Advising Ambassador concept with key community college partners for pre-transfer preparation and recruitment.
- Developed and implemented a Transfer Ambassador program to personalize the transfer experience.

- Assumed responsibility for Transfer Merit Scholarship award process for Fall 2018 and exceeded prior year offers, acceptances and enrollments.
- Extensively used data-driven performance indicators and reports to analyze and improve operations and inform internal constituencies
- Represented the university externally to a broad cross-section of constituents.
- Hired, supervised, trained, mentored and evaluated staff and managed budget.

External Relationships

- Built, nurtured and maintained strong relationships and collaborations with partner institutions, with an emphasis on community colleges, the primary transfer feeders to WSU.
- Conceived and implemented a community college conference, *Transitions*, that brought community college administration, faculty and staff on-campus to engage with WSU counterparts.
- Diversified recruitment outreach to community colleges, including development and implementation of on-site academic program Information Sessions and general Preview Day formats.
- Engaged with community college partners in effort to increase diversity in STEM education.
- Increased development of articulation and reverse transfer agreements with an expanded group of community college partners and increased the number of students using an agreement by 200%.

Delta College, University Center, MI. (10,000 students)

2013 - 2015

ERP System – Ellucian Colleague, CRM System – Ellucian Recruit

Dean of Enrollment Management, new position

Leadership/Collaboration

- Served as senior enrollment management officer and on senior executive Council.
- Represented the Division to a wide variety of constituents, both internal and external.
- Provided strategic, operational and budget leadership for enrollment services departments, including Admissions and Recruitment, Records and Registration, Financial Aid, Retention, and Technology.
- Collaborated with Academic Affairs, Business Services, Institutional Research, and Institutional Advancement to create a supportive environment for students.
- Reorganized offices to provide better service to students.
- Created enrollment dashboards for data analysis and ease of communication with campus community.
- Led software selection process for new Ellucian Recruit CRM system.
- Implemented Colleague self-service Student Planning software to enhance retention.
- Hired, supervised, trained, mentored and evaluated staff and managed budget.
- Responsible for divisional staff, with five directors as direct reports.

Enrollment Success

- Oversaw and implemented a strategic enrollment management plan and exceeded enrollment goal in first fall semester, the first time the College reached the goal in four years.
- Created new recruitment materials and enrollment marketing campaign, with a new brand message.
- Decreased percentage of credits deregistered by 23% through policy changes/enhanced information.
- Implemented electronic transcripts to replace paper processes in the Registrar's Office.

Enrollment Management

- Developed and evaluated enrollment strategies and services to grow enrollment.
- Engaged in award-winning branding and image development through extensive and close collaboration with the Institutional Advancement division.
- Created and implemented new strategic enrollment campaign, developed content, added new communication flows by market segment, and supported with revised and upgraded collateral.
- Aggressively expanded recruitment territories/events to new markets to increase enrollment.
- Purchased student leads through ACT, SAT and other sources. Conducted student search campaigns.
- Developed and implemented targeted programs partnering with academic departments and faculty.

- Created enrollment dashboards for data analysis and ease of communication with campus community.
- Collaborated with Foundation and Honors Program to move scholarship decision making earlier to better leverage dollars for prospective students.
- Designed actionable student research surveys to understand challenges, identify barriers and remove obstacles in the enrollment process.

Henry Ford Community College, Dearborn, MI. (19,000 students), let go, budget 2012 - 2013
 ERP System – Ellucian Colleague, CRM System – Ellucian Communications Management, then Recruit
Director of Admissions, Recruitment and Enrollment Development (promotion), new position

- Maintained duties of Director of Enrollment Development.
- Restructured office, using strong organizational skills, revised office operations and adapted staff training to absorb additional duties to process admissions applications, student transcripts and documents, and ensure compliance with policies.
- Envisioned and championed new admissions policy and guided through campus-wide process.
- Directed processing of all admissions applications, including International and Dual Enrollment, and managed technical aspects of online application, using extensive knowledge of enterprise-wide system.
- Deep knowledge and power user of the Ellucian Colleague and CRM systems.
- Oversaw Office of International Services, international student tracking and immigration compliance

Director of Enrollment Development, new position 2002 - 2012
 While maintaining duties of Director of Enrollment Development, served as **Interim Director of Registration and Records/Registrar**, 2008-09.

Leadership/Collaboration

- Provided leadership for enrollment and exceeded expectations.
- Restructured and transformed office, incorporating internal and external collaborations, marketing, and expanded recruitment, to achieve admissions and enrollment goals.
- Collaborated with Academic Affairs, Business Services, Institutional Research, and Student Service colleagues to create a supportive environment for students.
- Internally represented to academic programs, faculty, staff and Board of Trustees, providing continuous information and building support for initiatives and projects.
- Represented the institution externally to a broad cross-section of constituents.
- Immersed in strategic planning and operations, and heavily engaged with cross-functional teams.
- Transformed operator service to a Welcome Center to create a culture of student-centered service.
- Hired, supervised, trained, mentored and evaluated staff and managed budget.
- Budget management of yearly strategic enrollment campaign.

Enrollment Success

- Created and implemented plans and allocated resources that achieved enrollment increase of 60%. Consistently above statewide CC average for overall enrollment and credit hours.
- Increased new student admissions by 120% from 2002 to 2012.
- Initiated and directed new student Orientation, collaborating with academic areas, and created a 10-15% year to year retention increase for Orientation attendees over several years.
- Number one user of Institutional Research reporting for data analysis. Created daily reports and dashboards to improve operations and guide staff.
- Won more than 100 awards for enrollment marketing executions.
- Oversaw and developed the College's first comprehensive enrollment management plan, which included:
 - Restructured and transformed Office, incorporating strategic enrollment management functions
 - New market opportunities in previously unserved areas
 - Originated innovative, award-winning enrollment activities and on-campus recruitment events in collaboration with academic departments and faculty

- Revamped entire communications/publications portfolio to ensure consistency of messaging and branding, including academic areas, departments and units.
- Expanded data analysis to inform decisions and evaluate strategies
- Implemented HFC's first campus-wide student recruitment Open House.

Enrollment Management

- Created comprehensive prospective student communication plan, which included:
 - Centralized and enhanced communications from all College sources to ensure a consistent and coordinated message
 - Successful implementation of a new CRM to automate communication to students
 - Developed new Website with a “student first” design and message
- Designed and implemented homegrown suite of electronic, online services for enrollment, including online admissions app, scholarship search/app, tuition comparison calculator and event registrations.
- Developed College website from home page down, using search analytics and SEO to enhance the user experience
- Oversaw and produced College catalog and class schedule books, both hard copy and online.
- Led direct student recruitment activities, including in-person visits to high schools, businesses and community organizations, using the award-winning Team HFC approach.
- Oversaw expansion of student recruitment territories to engage more students and increase enrollment.
- Reorganized and expanded campus tour/on-campus event programs that led to increased enrollment.
- Developed and sustained relationships with school districts and educational organizations with high concentrations of underrepresented students.
- Grasped a market opportunity and oversaw expansion of high school Dual Enrollment program from 100 to nearly 1,000 students.

Wayne State University, Detroit, MI. (30,000 students)

1998 - 2002

CRM System – Sequitur Recruitment Plus

Director of Advertising and Marketing (promotion)

- Developed strategy, allocated resources, produced and delivered content, created tracking methods and analyzed data to drive decisions for \$1.5M University-wide yearly integrated marketing campaign.
- Created and implemented strategic enrollment communications campaigns, integrating the Web, publications, direct mail, advertising, billboard and other media.
- Redesigned Web content and portfolio of communications to increase enrollment.
- Developed marketing plans and project management for enrollment marketing campaigns of academic departments and internal campus auxiliary units.
- Created WSU Presidential Bonus Award-winning recruitment programs for transfer students.
- Conceived, developed content and managed a broad array of publications for various target markets, including the Graduate School, Honors Program, scholarships and financial aid, and university housing.
- Created Campus Communicators to engage communications professionals across campus.
- Imagined and implemented new phone/fulfillment/service center.
 - Led selection of new CRM software system to support service center.
 - Expanded prospective student inquiries by 36% in two years of operation (33,000 to 45,000)
- Hired, supervised, trained, mentored and evaluated staff and managed budget.

Marketing Coordinator

1993 - 1998

- Led enrollment strategies for the adult, nontraditional and off-campus College.
- Envisioned, developed and created content, and managed full portfolio of communications/publications.
- Hired, supervised, trained, mentored and evaluated staff and managed budget.

Assistant Director of Admissions (promotion)

1989 - 1993

- Developed outreach strategy, staff training and directed Admissions Office staff in recruitment efforts, including targeting of new territories and targets markets, for all outreach visits.

- Chairperson of High School Counselor Advisory Committee.
- Conceived and led implementation of WSU's first campus-wide student recruitment Open House.
- Directed Meet Wayne State programs, a series of on-campus visitations for high school students.

Admissions Counselor

1986 - 1989

- Performed the full range of admissions activities, including file review, campus tours, engaging with students and parents, on-campus events, data management and transfer credit evaluation.
- Personally represented Wayne State University at high schools, community colleges, College Day/Nights, business and industry education fairs and special programs.

PROFESSIONAL ACCOMPLISHMENTS

- Phi Theta Kappa Transfer Honor Roll for outstanding service to transfer students 2017 & 2018
- Michigan Association of Collegiate Registrar's and Admissions Officers (MACRAO) Innovation in Transfer Award 2017
- Mentor, *Chair Academy* 2016
- Completed Wayne State Leadership, an in-house leadership development program. 2015
- 2011 National Council for Marketing and Public Relations District 3 Communicator of the Year 2011
- Completed Leadership HFC, an in-house leadership development program 2007
- Awarded Wayne State University Presidential Bonus for Instant Admission Programs 2001
- Won WSU President's Quality Service Award for Morale Improvement within an office 1991
- Publication of "The Incentive Scholar Program: A Case Study." *The Journal of College Admissions*, Spring 1990. 1990
- Chair, MACRAO College Day/Night Committee 1989-1991
- Won more than 110 awards for marketing tactics and campaigns, enhancing the organization's reputation nationally and statewide 1996-2015

PRESENTATIONS

- "Innovation in Transfer" 2017 MACRAO Annual Conference
- "Reinventing the Catalog" 2006 National Council of Marketing and Public Relations District 3.
- "Online vs. Static Hard Copy Catalog" 2006 Fall Michigan Community College Admission Directors.
- "Catalog Creation: Marketing in the New World" 2006 MACRAO Annual Conference.
- "College Night Update," 1990 and 1991 MACRAO Annual Conference.

PROFESSIONAL MEMBERSHIPS

- American Association of Collegiate Registrars and Admissions Officers (AACRAO)
- Michigan Association of Collegiate Registrars and Admissions Officers (MACRAO)
- Michigan Association of College Admission Counseling (MACAC)
- Michigan Community College Admissions Directors (MCCAD)
- National Council for Marketing and Public Relations (NCMPR)

EDUCATION

- Wayne State University, Detroit, MI, **Master of Arts, Public Relations and Organizational Communication**, 1994.
- University of Michigan-Dearborn, Dearborn, MI, **Bachelor of Arts, Political Science**, 1985. Graduate with Distinction. Minor in Communication.