

SEP 15 2014

From: Douglas Benoit  
Assistant Director of Admission

To: Larry Hall  
Director of Recruitment and Admission

Date: September 15, 2014

RE: Sabbatical Application

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Dcb

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Sabbatical Leave Request and Recommendation Form  
BOT/AAUP Contract Article 13.7  
BOT/SUOAF-AFSCME Contract Article 24.8

Please Forward To Department Chair or Administrative Officer by September 16, 2014

Name: **Douglas Benoit** Date **September 15, 2014**

Department: **Office of Admissions and Recruitment SUOAF-AFSCME X**

Preferred Time of AAUP Sabbatical: Fall 2015\_\_\_ **Spring 2016 X** AY 2015-2016\_\_\_  
(please check one)

Start and End Date of SUOAF-AFSCME Sabbatical: **January 1, 2016 to June 30, 2016**

Candidate Must Have Completed At Least Six Years Of Full-Time Service Since Initial Appointment Or Any Previous CCSU Sabbatical. (Candidates may apply in their sixth year of service; however only tenured members may take a sabbatical leave.)

Please Indicate Semester and Year of Appointment: **January 1999**

Semester and Year of Last Sabbatical: **No previous sabbatical**

\_\_\_ Check here if your sabbatical leave is dependent on your receipt of a Fulbright or other fellowship. If, yes, please be sure to include information and explanation of the fellowship in the narrative below including the anticipated date of notification of award.

### Plan of Study

In preparing the application, please be specific and detailed, while keeping in mind that not all members of the Sabbatical Leave Committee will share your exact background.

#### I. Title of Project

**Strategic Enrollment Management: Research, Skill Development & Practice Recommendations**

#### II. Statement of purpose (or hypothesis) and objective(s)

I am proposing a sabbatical project that will 1) increase my skills and knowledge in analyzing the data that is available in all areas of admissions 2) allow me to conduct research using statistical data gathered from current CCSU practices 3) provide me the opportunity to review and research

successful management practices 4) develop a proposal for enhancing our present admissions recruitment strategies. These four areas of study will provide a comprehensive proposal for enhancing our enrollment management practices.

This project will support improvement of my professional development by enhancing my productivity, expansion of my involvement in enrollment management initiatives, and through the opportunity to carry out an analysis of the admissions recruitment cycle (prospecting, inquiry, recruitment and enrollment) data at CCSU.

The objective of this project is to develop a Strategic Enrollment Management approach for CCSU that supports:

- Increasing the number of out of state students
- Design a comprehensive recruitment plan to attract more international students
- Develop a recruitment plan and or program to target veterans
- Recruit CCSU undergraduate students for our graduate programs (e.g., Six-in-Five Program Opportunities or Undergraduate to Graduate Pathway Program for CCSU undergraduates
- The enrollment of the proper mix of students (instate, out of state, international, residential and commuters).

The major aspect of this project is to improve upon the data analysis of the Admissions and enrollment data that CCSU currently has. This will assist in supporting, and developing, increasing and improving the quality and proper mix of students.

Each academic year many of CCSU applicants will be accepted, and many more will be denied admissions to the university. Too often the decision to reject is due to a poor quality of candidate rather than a competitive pool of candidates. Recent declines in the number and quality of admissions applications make this a timely and relevant project.

### **III. Description of your existing knowledge and/or work to date related to the project (include citations to the literature as appropriate).**

I have had the privilege of serving students and working with colleagues at CCSU for the past 15 years in the Office of Recruitment and Admissions. This sabbatical is to enhance my professional knowledge, and build upon my interest and desire to assist the Office of Admission and the University to better identify, attract and serve prospective and incoming CCSU students. There have been significant changes in student demographics and shifts in the census data, in the past 15 years since I first began at CCSU. In order to meet the desired enrollment results, I will

analyze and research the existing data and develop tools and models to best identify prospective students, recruit new students and enroll the optimum student body for our campus.

I have been involved in the research and development of many initiatives in support of enrollment management. Included among these initiatives are:

- Member of state-wide task force on transfer students. (2009-2011)
- Assisted in developing on-line transfer credit equivalency site. (First CSU institution to offer this resource to staff and students).
- Currently assist all students with admission process; Specialize in assisting our transfer, military and international populations.

I have attended and present regularly at national meetings. Below is a sample of my contributions:

- Presentations at the National Conference of the American Association of Collegiate Registrar's and Admissions Officers (2008, 2010, 2013)
- Presented How to Utilize Data in Admissions at the National Conference on Student Enrollment management, (2008)
- Presentations at the National Conference of AACRAO Technology Conference, (2009, 2011)

I will look at our data, and information from inside and outside of CCSU, and create a comprehensive plan to grow the enrollment of CCSU. I believe that I have the experience and knowledge of admissions that I am qualified to develop an enrollment management framework to meet CCSU's needs.

Brian Zucker and David Kalsbeek (2010) wrote "At its best EM attempts to balance and manage the inherent tensions and tradeoffs between such institutional goals in ways that are consistent with the institution's missions and strategic plans".

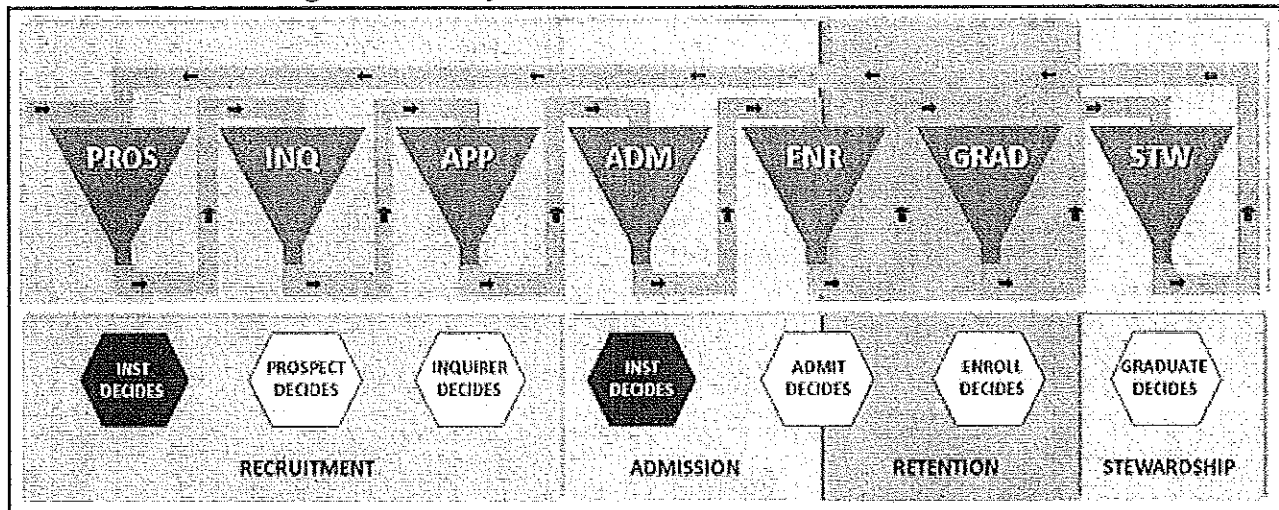
Hossler and Bean (1990) provided key attributes of enrollment management, which include:

1. The use of institutional research to:
  - a. position the campus in the marketplace
  - b. examine the correlates to student persistence
  - c. develop appropriate marketing and pricing strategies
2. Developing appropriate marketing and pricing strategies through research
3. Monitoring student interests and academic program demand
4. Matching student demand with curricular offerings that are consistent with the institutional mission
5. Paying attention to academic, social, and institutional factors that can affect student retention (p. 5)

Enrollment management is a comprehensive, integrated approach to student recruitment, services, and retention. Enrollment management is a lifecycle relation that organizes and optimizes the student relationship as it moves from prospect, inquiry and application stage to

admissions, enrollment and matriculation and continues as successful graduates, engaged alumni, generous donors and loyal employers

### The Enrollment Management Life cycle



**Optimizing recruitment** by focusing on the prospect, inquiry, and application stages so not to lose or to even find some of their best potential applicants

**Prospect Model:** Target purchasing criteria more accurately before ordering names, rank students on the mailing lists and search tapes, and tailor communications based on a student's likelihood of enrolling. For instance, students receiving low enrollment-probability scores could receive an inexpensive postcard inviting them to request more information. Respondents could join your inquiry pool, saving you the cost of sending more expensive mailings to the entire prospect pool.

**Creating targeting strategies** that will focus resources on optimum primary, secondary, and territorial markets from which to create the best student mix. By analyzing the current markets and identifying targets of interest such as students with high academic quality and students of color.

**Inquiry model:** To gauge the interest of inquiries quickly and accurately, I order to focus more attention on the best leads. By utilizing a model that scores the inquiry we will be able to organize the efforts of the admissions staff for instance, scheduling travel or faculty calls to students.

- **Increase enrollment yields:** Focus efforts on the prospective students who are more likely to enroll.
- Increase enrollment
- Creating data-driven recruitment plans
- Strengthening the admissions funnel

- Increasing yield rates

**Applicant or Admit model:** Determine which applicants or admitted students will likely enroll.

**IV. Description of proposed sabbatical activities and/or methodology (include as much detail as possible).**

The major activities of this proposal include:

1. analysis of the impact of existing recruitment and admissions support initiatives on campus,
2. a close study of the successful enrollment management practices at several like type state universities
3. meetings and discussions with national experts
4. review of current practices through a literature review on enrollment management
5. application of knowledge and research to the enrollment management process of CCSU culminating in a five year plan to be presented to the SEM committee for consideration

**During the Sabbatical Leave:**

- Analyze the data collected to develop the framework for the interdependent outcomes of Access, and Success.  
Which students can an institution access?  
How to leverage the student and institution capacities to succeed?
- Analyze the institutions market position; develop a profile-demand score by analyzing SAT data; Yield to Admit rate; Institutional Ratio of Applications to matrices.
- Write articles to submit to the American Association of Collegiate Registrar's and Admissions Officers Journal of College and University. And apply for presentation opportunities at the regional level (NEACRAO Conference) and national level (AACRAO Conference).
- Visit enrollment managers of some of the universities that have been identified as similar institutions.

This information will be added to report that will be prepared for the Enrollment management Committee.

Develop a written report for the Enrollment Management Committee. This report manual will include a review of the data analysis and best practices of enrollment management found to work well at like institutions.

## Developing a Data Analysis Strategy

### Search analysis

- **Primary Feeders** (Applicant History equates to what percentage of search which equates to what percentage of Metric)
- **Secondary Feeders** (Applicant History equates to what percentage of search which equates to what percentage of Metric)
- **Sporadic, Emerging and Dormant Feeders** (Applicant History equates to what percentage of search which equates to what percentage of Metric)
- **Non-Feeder, new Frontier** (Applicant History equates to what percentage of search which equates to what percentage of Metric)

### ACCESS and SUCCESS:

Utilizing analytical software to review the admissions and recruitment data that is available within the Banner system, prospecting and open house tables as well as from the College Board SAT score delivery, and the Student Clearinghouse data we will be able to gather a number of significant profiles of the students that were originally interested in CCSU, the ones that CCSU accept, the students that enroll and finally information about the students that choose not to attend CCSU and I will be able to develop a model that will identify those students that are most likely to enroll at CCSU earlier in the process, those students that CCSU should be doing more to recruit and also enabling CCSU to think long term about its future.

Deploy analytic applications that can improve student access, and success and enhance institutional complete standing

#### ACCESS:

- Demographic characteristics and trends are inherent drivers of enrollment demands
- Level of parental educational attainment, will help determine the structured definition of the markets available to CCSU, because of the demographic profiles, patterns and projections.
- Geography, Legacy and Affinity
- Academic Preparedness and Profile

#### SUCCESS:

- Progress and performance, rates of retention and degree completion
- Accommodation, to discern student's needs, abilities and aspirations'
- Engagement and experiences

The potential end result will be to chart the future through use of analytics

1. Target purchasing criteria more accurately before ordering names, rank students on the mailing lists and search tapes, and tailor communications based on a student's likelihood of enrolling. For instance, students receiving low enrollment-probability scores could receive an inexpensive postcard inviting them to request more information. Respondents could join your inquiry pool, saving you the cost of sending more expensive mailings to the entire prospect pool.
2. To gauge the interest of inquiries quickly and accurately, I order to focus more attention on the best leads. By utilizing a model that scores the inquiry we will be able to organize the efforts of the admissions staff for instance, scheduling travel or faculty calls to students.
  - a. Focus efforts on the prospective students who are more likely to enroll.
    - i. Increase enrollment
    - ii. Creating data-driven recruitment plans
    - iii. Strengthening the admissions funnel
    - iv. Increasing yield rates
3. Shape enrollments, ranking enrollment prospects by geography, gender, ethnicity, field of study, academic standing, or any other characteristic you desire.
  - a. Shape classes by desired student characteristics
  - b. Long-range, strategic enrollment planning
  - c. Market research on prospective students
  - d. Increasing enrollment by ethnicity, academic ability, geography, transfer students, and other special populations
4. **Save vital resources:** Save money on postage and printing by targeting communications. Save time and effort by focusing the activities of the admissions staff.
  - a. Develop marketing and communications strategies that produce enrollment results.
  - b. Inquiry qualification

I will be able to build the institutions capacity to create a culture of performance measurements and improvement.

- Identify out-of-state sites that would be the most marketable to maximize our recruiting efforts.
- Plan a 2-3 year marketing strategy that will build CCSU name recognition in key populations.
- Coordinate class size and course availability to ensure full course loads for incoming and returning students



Once a plan is created, goals may be set that can achieve the campus' ability to meet student needs.

**Charting of Data Analysis will include:**

- Projected Cohort Distribution by Family Status, Parent Education, Age Band, and Race by various cities and regions
- A 5 and 10 year comparison of Application Feeder by High School, for Admits and matrics
- Using College Board data look at Core Market Geography and Segmentation
- Historic HS Feeder Pattern and Selected Market Attributes for the Greater Hartford Area and Connecticut
- Zip Code Scatter Plot of Top Ranked High Schools in New England – Mid-Atlantic Regions

**Comparative Study of Similar Universities**

I plan to meet with the Enrollment Managers of the following colleges and universities. These are a few of the universities that have been identified by President Miller.

**National Experts**

There are leaders of national organizations who have the advantage of following national trends, programming etc. from whom I can glean vision, technical advice, trends, data modeling and best practices: I plan to hold in depth discussions with the

- Enrollment management experts at the National Office of American Association of College Registrar's and Admissions Officers.
- Colleagues and Leaders at the National Meeting of Strategic Enrollment Management
- Colleagues and Leaders at the College Board Forum
- Enrollment Management experts at the Noel-Levitz National Conference on Student Recruitment, Marketing and Retention

**V. Statement of potential value of your project to the university, to your professional growth, and to your particular field of study or discipline**

Strategic Enrollment Management planning can provide a clear direction and allow for charting a proper course. Key performance indicators must be part of the model; however they cannot be the easily identifiable quantitative measures that do not take into account the external environmental forces that affect universities.

The Sabbatical Leave requested here will enable me to augment our current enrollment management practices by studying the best practices of enrollment management of James Madison, George Mason, Indiana State, and to participate in in-service training and observe first hand, the admissions, financial aid and registration processes to learn and improve upon current process of CCSU.

The project should result in improved services designed to integrate all of the university's programs, practice, policies and planning to achieve optimal recruitment, retention and graduation of students.

**VI. Statement of expected outcomes of your project. (Describe the outcomes and relationship, if any, of any previous sabbatical projects to the current one.)**

My expected outcomes will be an analysis of the institutional data that will provide:

A predictive model for use in enrollment management,

Suggested changes enrollment management practices,

An application of the research and knowledge that I will have gained through sabbatical research project that I will be able to provide an enrollment management plan to be presented to the Enrollment management Committee for consideration.

**Department Sabbatical Leave Committee Appraisal:**

Recommend: Yes \_\_\_\_\_ No \_\_\_\_\_

Departmental Sabbatical Leave Committee Signatures:

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Reviewed By Dean or Administrative Officer

J / Hall

Reviewed By Provost

Clark

## **Sabbatical Time Table**

### **Project Time-line**

Strategic Enrollment Management planning can provide a clear direction and allow for charting a proper course. Key performance indicators must be part of the model; however they cannot be the easily identifiable quantitative measures that do not take into account the external environmental forces that affect universities.

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The project should result in improved services designed to integrate all of the university's programs, practice, policies and planning to achieve optimal recruitment, retention and graduation of students.

### **Sabbatical Review of Literature:**

Anctil, E. J. (2008). *Selling Higher Education: Marketing and Advertising America's Colleges and Universities*. ASHE Higher Education Report, Volume 34, No. 2. San Francisco: Jossey Bass, Inc.

Bontrager, R.; Brown, G.; & Hossler, D. (2008). *SEM and Institutional Success: Integrating Enrollment, Finance, and Student Access*. Washington, D.C.: American Association of Collegiate Registrars and Admissions Officers.

Clemetsen, B. 2009. *Strategic enrollment management and instructional division. Applying SEM at the Community College*. Washington D.C.: American Association of Collegiate Registrars and Admissions Officers.

Zhang, L. (2007). *Nonresident Enrollment Demand in Public Higher Education: An Analysis at National, State, and Institutional Levels*. *The Review of Higher Education*, 31(1), 1 – 25.

Helgesen, O. (2008). *Marketing for Higher Education: A Relationship Marketing Approach*. *Journal of Marketing for Higher Education*, 18(1), 50 – 78.

Wolniak, G. L., & Engberg, M. E. (2007). *The Effects of High School Feeder Networks on College Enrollments*. *The Review of Higher Education*, (30)1, 27 – 53.

Hossler, D. (1984). *Enrollment Management: An Integrated Approach*. New York:

College Entrance Exam.

Hossler, D., & Bean, J. P. (1990). *The Strategic Management of College Enrollments*. San Francisco, CA: Jossey-Bass Inc.

Hossler, D. (1991). *Evaluating Student Recruitment and Retention Programs*. San Francisco, CA: Jossey-Bass, Inc.

Hossler, D., (2000). The role of financial aid in enrollment management. In Coomes, M.D. (Ed.), *The Role Student Aid Plays in Enrollment Management* (pp.77-90). San Francisco CA: Jossey-Bass, Inc.

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## Douglas Benoit

### Skills and Knowledge

Undergraduate Admissions, Recruitment & Enrollment; BANNER; Staff Development; Academic Advising;

### Experience

May, 2001-Present *Central Connecticut State University* New Britain, CT

#### Assistant Director of Admission

- Perform all duties related to the recruitment, enrollment, and advisement of first year, transfer, and re-admit, Fresh Start and international students. This includes both traditional and non-traditional students. Coordinate individual recruitment schedule to high schools and community colleges.
- Oversee admissions office transfer student operations; including recruitment, enrollment, advisement and evaluation of credentials for admission and transfer credit.
- Perform multiple BANNER functions including data entry into transfer student module. Build and maintain CCSU transfer course database and web site transfer credit equivalency database.
- Liaison to CCSU campus community, CT Community Colleges and CT State University system in regards to all transfer policies, procedures and transfer issues.
- Work with CT Community College transfer advisors and faculty in regards to transfer students, transfer courses and course equivalencies.
- Work with community colleges representatives and State of CT to maintain current articulation agreements and assist academic departments in the development of new proposals.
- Counsel and review for admission all Transfer Compact/Dual Admission applicants.
- Data enter and evaluate for credit all military, international and external examinations.
- Supervise student workers and University Assistants.
- Assist in development of transfer student orientation and transfer student workshops, along with other on and off campus recruitment events.

Jan, 1999-May, 2001 *Central Connecticut State University* New Britain, CT

#### Admissions Counselor

- Oversaw all aspects of recruitment, admission and enrollment of first year, transfer, re-admit and international students.
- Coordinated in-state and out-of-state recruitment travel to approximately 50 high schools, 12 community colleges and multiple college fair programs.
- Present the University to prospective students, parents and education professionals via on campus and off campus presentations, workshops and recruitment events.
- Assist in coordinating annual open house, school counselor and community

college on campus programs.

September, 1995-December 1998 *Briarwood College* Southington, CT

**Admissions Representative**

- Perform all duties related to the recruitment and enrollment at a private 2 year institution.
- Perform academic and career counseling for perspective students.
- Coordinate recruitment schedule and attend off campus recruitment events.
- Assist in development of on campus student recruitment events.

**Related  
Experience**

1986 – 1991 *Klingberg Family Centers* New Britain, CT

**Counselor/Program Director**

- Perform counseling and administrative duties for a residential treatment facility serving latency age children and adolescents.
- Responsible for overseeing daily administration of the clinical program and all administrative duties,
- Perform formal and informal staff supervision.
- Assisted in the development of clinical program and annual budget.
- Performed individual and group counseling.

1991 – 1992 *Institute of Living* Hartford, CT

**Counselor**

- Performed clinical and vocational counseling duties for adults with psychiatric, emotional and behavioral issues.
- Assisted with the development of treatment plans and performed individual and group clinical and vocational counseling.

**Professional  
Development**

- National Association of College Admission Counseling
- American Association of Collegiate Registrar's and Admissions Officers
- New England Transfer Association
- National Presentations:  
\*AACRAO Annual Meetings: 2012

**Education**

- Bachelor of Arts degree **Central Connecticut State University** 1986

References Available Upon Request