



Search for the Vice President for Strategic Enrollment Management
The University of Toledo
Toledo, OH

THE SEARCH

The University of Toledo (UToledo), a transformative public R1 research university, seeks an accomplished, ambitious, and collaborative leader to serve as its next Vice President for Strategic Enrollment Management. Reporting directly to President James Holloway and serving as a key member of the President's Cabinet and Provost's leadership team, with a dotted-line reporting relationship to the Provost, the Vice President is the institution's chief enrollment strategist who will leverage UToledo's many assets to grow enrollment, strengthen net tuition revenue, expand access, and improve student success. This leader will play a critical role in shaping the university's future by positioning UToledo for continued growth and impact regionally and beyond.

Situated on more than 1,000 acres in northwest Ohio, UToledo is a metropolitan public research university and academic health system committed to student success, knowledge creation, advanced patient care, innovation, and economic growth. Serving a diverse and highly motivated student population of 14,000 students, UToledo offers more than 250 undergraduate, graduate, professional, and certificate programs across a broad range of disciplines. The UToledo is recognized for expanding educational access, advancing social mobility, and delivering strong return on investment for graduates. The university is ranked among the nation's top performers for social mobility and is recognized as one of Ohio's leaders in graduate income mobility.

Under President Holloway's leadership, UToledo is launching its [Growing for Toledo](#) strategic plan, an ambitious vision designed to expand the university's academic, research, and health enterprises while deepening its impact across the region and state. Enrollment growth, student persistence, and ensuring that students graduate prepared for professional and personal success are central to the university's

success, creating a unique opportunity for the next Vice President to help translate institutional ambition into measurable results.

UToledo enters this Vice President search from a position of recent progress and with an institutional commitment for success. Fall 2026 has brought growth in new undergraduate enrollment, including increases in transfer students and the university's first increase in direct-from-high-school enrollment since 2018. At the same time, the institution has expanded investment in enrollment marketing and communications, launched scholarship optimization initiatives, opened the new Dorothy and Georgianna Saloff Welcome Center, and demonstrated a willingness to pursue innovative approaches to pricing, financial aid, market development, student engagement, and enrollment strategy. The next Vice President will have an opportunity to accelerate this progress.

The ideal candidate will recognize the interconnected nature of market position, recruitment, admissions, financial aid, pricing, yield, retention, academic program demand, and net tuition revenue. They will have broad authority to assess and strengthen the division's structure, talent, technology, processes, and performance while building an integrated, data-informed enrollment strategy aligned with institutional priorities. As a strategic and collaborative leader, the Vice President will strengthen UToledo's position in northwest Ohio and Michigan while identifying new opportunities for growth across Ohio and beyond. Equally important, this leader will advance a diversified enrollment portfolio that includes direct-from-high-school, transfer, adult, readmit, dual-enrollment, international, graduate, and online students, ensuring that UToledo continues to expand opportunity while fulfilling its mission as the "University FOR Toledo."

A complete list of the desired qualifications may be found at the conclusion of this document. UToledo has prepared this document in partnership with Isaacson, Miller, a national executive search firm. All confidential applications, inquiries, and nominations should be directed to the parties listed at the end of this document.

ABOUT THE UNIVERSITY OF TOLEDO

Founded in 1872, the UToledo is a comprehensive public research university with deep roots in its region, combining the breadth and scale of a major institution with the accessibility, community engagement, and student-centered mission of a metropolitan university. Building on its recent designation as an R1 research institution, UToledo continues to elevate its national research profile while remaining deeply committed to student success, access, and regional impact. Today, UToledo enrolls 14,029 students, including 10,566 undergraduate students and 3,463 graduate and professional students, and welcomes a diverse population of learners through multiple pathways, including 1,507 new direct-from-high-school students and 672 transfer students in its entering fall 2026 class.

UToledo's expanding reach is evident in both the breadth of its incoming class, which includes students from 35 countries, 35 states and Washington, D.C., and 256 Ohio communities, and its thriving international student population of more than 1,300 students. This broad geographic footprint reflects

the University's growing reputation and creates opportunities to further strengthen enrollment, student success, and institutional impact.

As a leading public research university and academic health center, UToledo is committed to advancing student success, workforce development, and regional impact. This commitment is reflected in a 78.4% first-to-second-year retention rate, a 70.8% first-to-third-year retention rate, and a 59.2% six-year graduation rate, underscoring the institution's continued focus on supporting students from enrollment through degree completion.

UToledo has more than 5,700 faculty, staff, and graduate assistants who advance the institution's mission through teaching, research, clinical care, and student support. UToledo is recognized as a nationally ranked public institution that combines the opportunities of a major research university with the student-centered culture of a regional public institution. The university's academic enterprise spans across the [Judith Herb College of Arts, Social Sciences, and Education](#); [the John B. and Lillian E. Neff College of Business and Innovation](#); [College of Engineering](#); [College of Graduate Studies](#); [College of Health and Human Services](#); [Jesup Scott Honors College](#); [College of Law](#); [College of Medicine and Life Sciences](#); [College of Natural Sciences and Mathematics](#); [College of Pharmacy and Pharmaceutical Sciences](#); and the [University College](#).

As a comprehensive public research university and academic health system, UToledo integrates education, discovery, patient care, and community engagement across its Main Campus, Health Science Campus, The University of Toledo Medical Center, Center for the Visual Arts, and Lake Erie Center. UToledo faculty include accomplished researchers, clinicians, educators, practitioners, artists, and scholars who advance knowledge, foster innovation, and prepare graduates to thrive in an increasingly complex and interconnected world.

Beyond its campus, UToledo serves as a powerful driver of educational attainment, healthcare innovation, workforce development, and economic vitality throughout northwest Ohio and beyond. Leveraging its strengths in research, healthcare, innovation, and community partnership, the university creates opportunities for students, strengthens communities, and serves the public good. Building on its momentum in student success, research activity, and regional engagement, UToledo is well positioned to further expand its impact as a leader in higher education and a catalyst for growth and transformation.

UToledo uses Slate as its recruitment and enrollment CRM and Banner as its student information system.

For more information about UToledo, visit: <https://www.utoledo.edu/>

Student Body and Campus Life

Throughout its history, UToledo has fostered a student-centered culture defined by opportunity, resilience, innovation, and achievement. Through initiatives such as the [Toledo Tuition Guarantee](#), which

provides fixed rates for tuition, housing, dining, and designated fees, UToledo remains committed to affordability and student success. UToledo students are known for their determination, ambition, and commitment to making a meaningful difference in their communities and professions. Whether conducting research alongside faculty, pursuing experiential learning opportunities through the UToledo [ASCEND Advantage](#), leading student organizations, competing as Rocket student-athletes, or engaging in service and community partnerships, students are encouraged to apply their talents in ways that create lasting impact. UToledo empowers students to pursue their goals with confidence while preparing them to lead, innovate, and thrive in an increasingly complex world. It is this culture of opportunity, engagement, and achievement that defines the UToledo experience.

[Campus life](#) at UToledo is vibrant, welcoming, and deeply connected to student success. With more than 400 student organizations representing academic, professional, cultural, recreational, service, governance, and special-interest communities, students have numerous opportunities to build relationships, develop leadership skills, and pursue their passions. Whether participating in undergraduate research, experiential learning through the UToledo Advantage, community service, leadership programs, cultural events, or professional organizations, students are encouraged to engage deeply in the life of the university while developing the skills, relationships, and experiences that prepare them for success beyond graduation. This dynamic environment fosters a strong sense of belonging and connection, bringing together students from a wide range of backgrounds and experiences in a community committed to learning, growth, and achievement.

Athletics are an important part of the UToledo experience and contribute significantly to campus spirit and institutional pride. As an NCAA Division I institution and member of the Mid-American Conference, the [Rockets](#) compete at a high level across a broad range of sports while exemplifying excellence in competition, academics, and community engagement. Beyond varsity athletics, students benefit from a robust recreational sports program that includes club sports, intramural competition, fitness and wellness opportunities, and outdoor recreation. Together, these experiences promote leadership, teamwork, resilience, and school pride, helping unite the campus community around a shared commitment to student success and the enduring spirit of being a Rocket.

Leadership

[Dr. James Holloway](#) was named the 19th president of The University of Toledo on May 22, 2025, by the UToledo Board of Trustees following a national search. He began his tenure on July 15, 2025.

A nuclear engineer, Holloway's career has been a mix of research, teaching, administration and global work, including in China, India, Ethiopia and Ghana. Throughout his career, he has championed inclusive excellence, overseen growing enrollments, expanded research capacity, and fostered civic partnerships. Holloway joined UToledo from the University of New Mexico, where he had served as provost and executive vice president for academic affairs since July 2019. As provost, Holloway was committed to providing students and faculty with the support needed to further the university's academic mission and

make a positive impact in a diverse and constantly evolving world. During his tenure, new first-year students increased by over 40%, reversing a long decline in enrollment; research expenditures in Academic Affairs units grew by 46%; and philanthropic giving doubled.

Before that, Holloway served three decades at the University of Michigan, where he was the Arthur F. Thurnau Professor and Professor of Nuclear Engineering and Radiological Sciences (now emeritus). He held leadership roles including vice provost for global engagement and interdisciplinary academic affairs, vice provost for global and engaged education, and associate dean for undergraduate education in the College of Engineering, where he also oversaw significant enrollment growth in engineering. His research focus is computational and mathematical modeling with applications in areas such as neutron and photon radiation transport theory, inverse problems, and uncertainty quantification.

Born in Washington, D.C., into an Army family, he has lived in Thailand, Germany, England and seven different U.S. states. Dr. Holloway earned bachelor's and master's degrees in nuclear engineering from the University of Illinois, completed advanced graduate work in mathematics at Cambridge University in England, and earned a doctorate in engineering physics from the University of Virginia.

CURRENT CONTEXT: WHY UTOLEDO, WHY NOW

The UToledo stands at an important inflection point with a newer president highly committed to this Vice President's success, recent enrollment growth, and a new strategic plan that emphasizes enrollment as a key priority underway. Recent recruitment results indicate emerging momentum, and a willingness to be nimble, pivot, and act to accomplish new goals. The [Growing for Toledo](#) plan reflects that enrollment growth is not simply an institutional objective but a mission-driven imperative. It creates a clear strategy and a mandate to grow with purpose: enrolling students for whom UToledo is a strong academic and career fit, aligning enrollment with program opportunity and capacity, improving persistence and completion, and generating the net tuition revenue needed to sustain the mission all work together to support achieving the dreams of more learners.

Recent investments in enrollment marketing, scholarship optimization, market-responsive programming, and the student recruitment infrastructure, including the opening of a new Welcome Center, signal an institution willing to invest strategically, learn from evidence, and adapt in pursuit of measurable results. At the same time, UToledo's leadership recognizes that sustainable enrollment growth requires a coordinated, institution-wide effort. The President, Provost, Cabinet, deans, faculty, staff, and community partners share responsibility for strengthening market position, enhancing the student experience, improving persistence and completion, and ensuring long-term institutional vitality.

Central to this opportunity is the continued evolution of the UToledo Advantage, the University's distinctive commitment to connecting academic excellence with career readiness and lifelong success. Through initiatives such as ASCEND Advantage Toledo, coupled with robust co-op programs, internships, clinical placements, undergraduate research opportunities, and employer partnerships, UToledo is

creating a compelling value proposition for prospective students and families. The next Vice President will play a critical role in translating these strengths into a differentiated enrollment strategy and a compelling narrative that resonates across recruitment, admission, financial aid, and student yield efforts.

This individual will inherit a strong foundation in which to build upon to shape the University's next chapter. This is an opportunity to join a university with a clear vision, strong institutional commitment, stable leadership, and broad stakeholder support for advancing access, student success, workforce development, financial sustainability, and regional impact.

Strategic Context: Growing for Toledo

The Vice President will translate the University's growth strategy into an integrated enrollment agenda. Four principles will guide the work.

1. Grow enrollment with purpose: Pursue sustainable growth in students, student success, and net tuition revenue. Align recruitment with academic strengths, workforce demand, program capacity, and the University's public mission.
2. Make the UToledo Advantage a market advantage: Partner across the University to present career-connected learning, R1 research, co-ops, clinical experiences, internships, employer engagement, and other experiential learning as a coherent and differentiated student promise.
3. Connect growth for UToledo with growth for Toledo: Recruit and graduate talent that strengthens Northwest Ohio and the state. Expand pathways through schools, community colleges, employers, civic organizations, and regional partnerships.
4. Build student success into the total enrollment model: Enroll students UToledo can serve well, reduce barriers from first contact through graduation, and treat retention and completion as central to both mission and financial sustainability.

THE DIVISION OF ENROLLMENT MANAGEMENT

The [Division of Enrollment Management](#) at UToledo is responsible for attracting, recruiting, enrolling, retaining, and graduating a talented and diverse student body. Working in close partnership with academic and administrative leaders across the institution, the division advances the university's commitment to educational opportunity and success. Through data-informed decision-making, strategic communications, student-centered service, and innovative recruitment practices, Enrollment Management supports students from their first interaction with UToledo through enrollment and beyond.

More information about the units reporting to the Vice President is available in the Appendix.

ROLE OF THE VICE PRESIDENT FOR STRATEGIC ENROLLMENT MANAGEMENT

The Vice President serves as the University's chief enrollment officer and as a key member of the President's Cabinet. The Vice President has a reporting line directly to the President with a dotted-line to the Provost to serve as a key member of the Provost's leadership team in shaping strategy and advising the academic enterprise. The Vice President will work closely with the Provost, deans, the Vice Provost for UToledo Online, graduate and professional program leaders, Student Affairs, Finance and Administration, and Communications and Marketing to align recruitment, pricing, financial aid, retention, program, and modality strategies for a comprehensive enrollment plan.

In close partnership with the President, the Vice President will help ensure that enrollment remains a shared institutional priority, fostering alignment across academic and administrative units and coordinating campus-wide efforts to achieve common enrollment, retention, and student success goals.

The Vice President will lead a division of approximately 80 professionals spanning undergraduate recruitment and admissions, financial aid, enrollment marketing and communications, enrollment planning and research, enrollment operations, enrollment events and visits, academic college recruitment, and Rocket Solution Central, the university's one-stop student service center. The Vice President will have budgetary oversight of a \$10 million annual operating budget and will also oversee a comprehensive financial aid program that distributes more than \$50 million annually in federal, state, institutional, and private funding.

KEY OPPORTUNITIES AND CHALLENGES FOR THE VICE PRESIDENT

This leader will have the opportunity to shape the UToledo's future by creating an enrollment strategy, building a high-performing enrollment organization, working closely with a talented leadership team, and connecting student success with the economic and civic vitality of an important American region. The Vice President will have a compelling platform for impact by addressing the following key opportunities:

Shape a comprehensive enrollment strategy to fulfill Growing for Toledo

As a member of the President's Cabinet and a strategic partner to the President, Provost, deans, faculty, and campus leaders, the Vice President will play a pivotal role in fulfilling the University's *Growing for Toledo* vision. This leader will have the opportunity to work collaboratively across the institution to create and align a comprehensive enrollment plan that supports institutional growth, student success, and long-term financial sustainability.

Recognizing that enrollment is not the responsibility of a single division, the Vice President will help foster a shared understanding of how recruitment, financial aid, academic program development, student success, marketing, and community engagement contribute to the University's goals and mobilize the

University to achieve common goals. The Vice President will work to build consensus around enrollment priorities, establish clear measures of success, and create and foster the structures and partnerships necessary to ensure a coordinated and collective action and commitment for success across the University.

Serve as a strategic advisor for sustainable undergraduate enrollment and net tuition revenue

The Vice President will serve as a trusted advisor to the President, Cabinet colleagues, and other university leaders, bringing real-time data, market intelligence, enrollment forecasting, and emerging trends into institutional conversations about growth, student success, and sustainability. In a competitive marketplace, they will help identify opportunities for innovation, anticipate challenges, and align enrollment strategy with institutional priorities. The Vice President will inform University-wide strategic decision-making through thoughtful analysis, helping leaders understand the enrollment, student success, and financial implications of institutional choices, including providing expert insights and advice regarding opportunities for graduate recruiting.

The Vice President will work with the Office of Finance and Administration to develop pricing and aid strategies that improve access and enrollment while producing sustainable financial outcomes. The Vice President will connect enrollment short-term and long-term forecasts to budgeting and scenario planning that is in support of UToledo's overall mission.

Convert the UToledo Advantage into a distinctive and compelling market position

Working closely with the Office of University Communications and Marketing and other campus stakeholders, the Vice President will help articulate a distinctive student value proposition that reflects the unique strengths of UToledo. Together, these leaders will align institutional branding, recruitment marketing, communications, and enrollment strategy to ensure consistent brand awareness. This includes leveraging the powerful combination of nationally recognized academic and professional programs, R1 research opportunities, hands-on experiential learning, clinical and co-op experiences, strong employer partnerships, and a deep commitment to student outcomes and social mobility.

The Vice President will build a highly collaborative partnership with the Vice President for University Marketing and Communications, utilizing shared data, metrics, and accountability to strengthen market visibility and enrollment outcomes. This leader will help ensure the UToledo Advantage is effectively marketed to differentiate the University in the marketplace locally, regionally, and nationally.

Diversify enrollment pathways and advance student success

The Vice President will lead the development of a comprehensive strategy to strengthen and diversify enrollment pipelines by expanding opportunities for transfer students, adult learners, online students, dual-enrollment participants, readmitted students, international students, and other key populations

while continuing to grow direct-from-high-school enrollment. Working closely with deans and academic leaders, the Vice President will align enrollment priorities with academic strategy, program quality, institutional capacity, instructional modalities, and student demand. The Vice President will leverage market intelligence and data analytics to identify emerging opportunities across student populations, geographic markets, academic programs, and external partnerships. In close collaboration with the Vice President for Marketing and Communications, this leader will help refine and communicate UToledo's value proposition to prospective students and families while strengthening the University's market position.

Equally important will be delivering on the promise by fostering a seamless student experience from first inquiry through graduation. The Vice President will work to improve coordination among units, create smooth handoffs, reduce friction points throughout the student lifecycle, enhance communication and service delivery, address barriers to persistence, and ensure early interventions are informed by shared data and a collective commitment to student success.

Build a high-performing enrollment organization

The Vice President will be inheriting a team on a positive trajectory, and the Vice President will be expected to hit the ground running to continue that momentum. The Vice President will leverage the expertise of the team while working together to create the planning and infrastructure necessary for success. The Vice President will evaluate the division's organizational structure, roles, workflows, service standards, technology utilization, and performance expectations, and make changes if and as needed to ensure the division is aligned to meet the University's evolving enrollment goals. This leader will invest in staff training and development, and cultivate a positive culture of experimentation, learning, accountability, innovation, and service while enhancing operational effectiveness and strengthening the division's capacity for strategic impact.

Equally important, the Vice President will foster high levels of employee engagement and morale by building trust, promoting transparency, celebrating successes, and creating an environment in which staff feel valued, supported, and empowered to contribute to the University's enrollment goals. Success will depend not only on continuing to build a high-performing organization, but also on fostering strong partnerships across the University, and ensuring the enrollment enterprise is well-established as a trusted, collaborative, and results-oriented partner.

Strengthen UToledo's impact on Toledo and beyond

As the "University FOR Toledo," UToledo is uniquely positioned to serve as a driver of educational attainment, workforce development, and economic prosperity across Northwest Ohio. The Vice President will have the opportunity to strengthen this impact by expanding access to educational opportunity, building pathways for first-generation, transfer, international, adult, and other key student populations, and deepening partnerships with schools, community colleges, employers, and community organizations.

By aligning enrollment strategy with regional needs and opportunities, this leader will help ensure that the University's growth strengthens the talent pipeline, supports workforce demands, and contributes to the long-term vitality and competitiveness of UToledo, Northwest Ohio, and the state.

PROFESSIONAL QUALIFICATIONS AND LEADERSHIP ATTRIBUTES

While no candidate is expected to embody every qualification, the successful candidate will have many of the following:

- A master's degree in a relevant field.
- Significant and progressively responsible leadership experience in enrollment management, with strong experience in student recruiting.
- A record of developing and executing enrollment strategies that produced measurable and sustainable results. Sophisticated understanding of recruitment, admissions, yield, pricing, financial aid, retention, program demand, and net tuition revenue.
- Ability to connect enrollment decisions to institutional finances, access, affordability, and student success. Experience with scholarship optimization, forecasting, predictive analytics, return on investment, and scenario planning.
- Knowledge of audience segmentation, digital recruitment, communications, campus visits, market research, and conversion strategy.
- Evidence of building strong teams, developing leaders, aligning structure and talent, improving processes, using technology effectively, and creating clear expectations.
- Ability to lead university-wide initiatives, advise senior leadership, work productively with academic and administrative partners, and build trust within shared governance.
- Exceptional ability to explain complex issues, present choices and tradeoffs, listen actively, make timely decisions, and communicate candidly.
- A student-centered and outcomes-oriented leader who acts with urgency, tests new strategies, learns rapidly from evidence, and combines decisiveness with consultation.
- A sense of humor

THE COMMUNITY OF TOLEDO AND NORTHWEST OHIO

The University of Toledo is located in Toledo, a vibrant metropolitan community in northwest Ohio situated along the western shores of Lake Erie. Home to more than 600,000 residents across the region, Toledo combines the accessibility and affordability of a midsized city with the economic vitality, cultural amenities, and opportunities typically associated with larger metropolitan areas. Like UToledo itself, the city is defined by resilience, innovation, hard work, and a strong sense of community, complemented by a distinctly Midwestern friendliness that makes it an inviting place to live, work, and build a career.

Toledo offers a high quality of life characterized by a rich cultural and recreational landscape. Residents enjoy world-class destinations such as the internationally acclaimed Toledo Museum of Art, the nationally

recognized Toledo Zoo, Metroparks Toledo, Glass City Metropark, the Maumee River, and Lake Erie. The city is also home to the beloved Toledo Mud Hens baseball team and Toledo Walleye hockey club, along with a revitalized downtown featuring a growing collection of restaurants, breweries, entertainment venues, arts organizations, and community events. Established neighborhoods, thriving suburban communities, and a cost of living well below many major metropolitan areas make the region an attractive destination for professionals and families alike.

Historically known for its leadership in automotive and glass manufacturing, the Toledo region has evolved into a diverse economic center with strengths in healthcare, advanced manufacturing, logistics, energy, water technology, and research. The headquarters and operations of numerous national and global companies contribute to a dynamic employment landscape and provide extensive opportunities for collaboration with the university. These partnerships support research initiatives, internships, cooperative education experiences, clinical placements, and employment pathways for students and graduates, making the region itself an important extension of the UToledo educational experience.

The institution's commitment to serving its community is reflected in its identity as the "University FOR Toledo," recognizing that the success of the university and the vitality of the region are deeply interconnected. Together, UToledo and the Toledo community create an environment where professional opportunity, community engagement, cultural enrichment, and quality of life converge, offering an exceptional place to learn, lead, and make a lasting impact.

APPLICATIONS, INQUIRIES, AND NOMINATIONS

Screening of complete applications will begin immediately and continue until the completion of the search process. Electronic submission of materials is required, and inquiries, nominations, referrals, and CVs/resumes with cover letters should be sent via the [Isaacson, Miller website](#) for the search. Electronic submission of materials is required.

Lindsay Gold, Partner
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The University of Toledo is an equal opportunity, affirmative action employer. The University of Toledo does not discriminate in employment, educational programs, or activities on the basis of race, color, religion, sex, age, ancestry, national origin, sexual orientation, gender identity and expression, military or veteran status, disability, familial status, or political affiliation.

APPENDIX: ENROLLMENT MANAGEMENT REPORTING UNITS

- **Undergraduate Recruitment and Admissions:** Undergraduate Recruitment and Admissions leads the university's efforts to recruit, admit, and enroll undergraduate students from northwest Ohio, across the state, and beyond. Through strategic recruitment initiatives, territory management, campus visit programs, application review, outreach activities, and personalized engagement with prospective students and families, the office advances UToledo's commitment to access, enrollment growth, and student success. The team works closely with academic colleges and community partners to support traditional first-year students, transfer students, dual-enrollment participants, adult learners, and other key enrollment populations.
- **The Office of Student Financial Aid:** The Office of Student Financial Aid is dedicated to ensuring that a UToledo education remains accessible and affordable. The majority of UToledo students receive some form of financial assistance through scholarships, grants, loans, or work-study employment. The office provides counseling, financial literacy resources, scholarship administration, aid packaging, and federal and state aid compliance while helping students and families navigate the financial aid process. Financial Aid also plays a critical role in supporting the university's affordability initiatives, including the Toledo Tuition Guarantee.
- **Enrollment Marketing and Communications:** Enrollment Marketing and Communications develops and executes communication strategies that support the university's recruitment, enrollment, yield, and student engagement goals, coordinating closely with the Office of University Communications and Marketing. The team is responsible for integrated marketing campaigns, digital communications, prospective student communications, enrollment publications, and engagement strategies that promote UToledo's value proposition and connect prospective students and families with the university's academic opportunities and student experience.
- **Enrollment Planning and Research:** Enrollment Planning and Research provides the analytical foundation for strategic enrollment decision-making. The office develops enrollment forecasts, monitors trends and performance indicators, conducts market analysis, and delivers actionable insights that support recruitment planning, financial aid strategy, enrollment growth initiatives, and institutional planning. The unit serves as a key resource for evidence-based decision-making across the enrollment enterprise.
- **Enrollment Operations:** Enrollment Operations supports the efficient administration of undergraduate admissions and enrollment processes. The office processes applications, transcripts, test scores, and transfer credit evaluations; maintains data integrity within recruitment and student information systems; manages admissions decision workflows; and ensures operational excellence throughout the admissions process. Its work is essential to

delivering accurate, timely, and student-focused enrollment services. The University utilizes Slate as its recruitment and enrollment CRM and Banner as its student information system.

- **Enrollment Events and Visits:** Enrollment Events and Visits creates opportunities for prospective students and families to engage directly with UToledo. Through campus tours, open houses, admitted student programs, group visits, and special events, the team helps students experience the university's academic offerings, campus culture, and community firsthand while supporting recruitment and yield objectives.
- **Academic College Recruitment:** Academic College Recruitment partners closely with UToledo's colleges to connect students with academic programs that align with their interests and career aspirations. Working across disciplines, these enrollment professionals provide specialized program knowledge, support recruitment and yield activities, strengthen relationships with prospective students and families, and help communicate the educational and career opportunities available through UToledo's colleges and academic programs.
- **Rocket Solution Center:** Rocket Solution Central serves as UToledo's integrated one-stop student service center, helping students and families navigate financial aid, registration, billing, records, and other essential university services. By providing coordinated support across multiple student-facing functions, Rocket Solution Central reduces barriers, improves service delivery, and creates a more seamless experience throughout the student lifecycle.

This document has been prepared based on the information provided by The University of Toledo. The material presented in this leadership profile should be relied on for informational purposes only. While every effort has been made to ensure the accuracy of this information, the original source documents and information provided by The University of Toledo would supersede any conflicting information in this document.