University of Texas at Dallas

Vice President for Enrollment Strategy

RICHARDSON, TX



Isaacson, Miller

The Search

The University of Texas at Dallas (UT Dallas) seeks an accomplished, strategic, and forward-thinking leader to serve as its inaugural Vice President for Enrollment Strategy ("Vice President"). Reporting directly to the Executive Vice President for Academic Affairs and Provost, the Vice President will help shape how UT Dallas grows, evolves, and fulfills its ambitious institutional aspirations. At its core, the Vice President will serve as the University's chief architect of enrollment strategy, ensuring that decisions about whom UT Dallas recruits, enrolls, supports, and graduates are intentionally aligned with the University's academic ambitions, research trajectory, public mission, and long-term institutional sustainability. The Vice President will also be essential to the University's strategic capacity planning, translating enrollment projections and student demand into clear implications for faculty, instruction, facilities, housing, student services, and external partnerships. More than a traditional enrollment management role, this position sits at the intersection of academic strategy, institutional planning, student success, financial sustainability, and organizational decision-making.

UT Dallas has emerged as one of the nation's fastest-rising public research universities. Since 2010, enrollment has grown from approximately 12,000 students to more than 30,000 today. The University continues to experience extraordinary demand, regularly setting enrollment records and attracting increasing numbers of highly qualified students from Texas and beyond. This growth has been fueled by institutional momentum, strong academic programs, expanding research activity, and a compelling value proposition. Yet as the University enters its next chapter, leaders recognize that the questions facing UT Dallas are no longer simply how to grow, but how to grow strategically.

The University has reached an inflection point. Rapid expansion has created opportunities that few institutions enjoy, but it has also surfaced important questions about scale, capacity, academic priorities, student success, infrastructure, market positioning, and resource allocation. The institution is seeking its first senior leader whose primary responsibility is to think comprehensively about these issues through the lens of enrollment and institutional strategy. Guided by *Roadmap 2030*, UT Dallas is seeking to move from enrollment growth driven principally by demand to an intentional enrollment strategy that advances student success, academic and research convergence, and the University's impact on the region and beyond.

The next Vice President will help answer critical questions that will shape the University's future. What should enrollment growth look like over the next decade? How should undergraduate, graduate, transfer, online, dual enrollment, professional, and executive education populations contribute to that future? Which academic programs represent the greatest opportunities for growth and impact? How should enrollment strategy influence decisions regarding faculty hiring, academic investments, facilities, housing, and student support services? How can UT Dallas continue to strengthen its position as a premier STEM-focused research university while expanding access, supporting student success, and advancing institutional excellence?

Success in this role will require a leader who is energized by building rather than maintaining. The University seeks a proactive, innovative, and highly collaborative strategist who can bring together data, market intelligence, academic priorities, and institutional aspirations to create a comprehensive enrollment and growth strategy. This individual must be comfortable operating at both the institutional and operational levels, serving as a trusted advisor to senior leadership while helping translate strategy into execution across the University.

This is a rare opportunity to help define the future trajectory of one of the nation's most dynamic public research universities. The successful candidate will have the opportunity to build new planning capabilities, shape critical institutional decisions, and establish enrollment strategy as a central driver of institutional success.

The University of Texas at Dallas has retained the services of Isaacson, Miller, a national executive search firm, to assist in conducting this important search. All inquiries, applications, and nominations should be directed in confidence to the search firm, as indicated at the end of this document.

About The University of Texas at Dallas

The University of Texas at Dallas (UT Dallas) is a Carnegie R1 public research university recognized for its strengths in science, technology, engineering, mathematics, business, and the applied sciences. Located in Richardson, within the thriving Dallas-Fort Worth metroplex, the University benefits from close connections to one of the nation's leading centers for technology, healthcare, finance, telecommunications, and entrepreneurship.

Established in 1961 as the Graduate Research Center of the Southwest through the efforts of Eugene McDermott, Cecil Green, and J. Erik Jonsson, the innovators behind Texas Instruments, the institution became The University of Texas at Dallas in 1969 and has developed a distinctive institutional identity grounded in discovery, innovation, and academic rigor. Today, the University

enrolls more than 30,000 students across seven schools and offers more than 160 undergraduate and graduate degree programs.

UT Dallas is particularly known for its STEM-focused educational and research enterprise. The Erik Jonsson School of Engineering and Computer Science, the School of Natural Sciences and Mathematics, the School of Behavioral and Brain Sciences, and related interdisciplinary programs have established the University as a destination for students and faculty seeking to advance knowledge in areas such as artificial intelligence, data science, cybersecurity, advanced manufacturing, biomedical engineering, and other emerging technologies.

These strengths are complemented by four schools that extend the University's reach across business, policy, the arts, and individualized learning. The Naveen Jindal School of Management, the University's largest school, now ranks among the nation's top 25 graduate business schools in U.S. News and World Report and is widely recognized for its online graduate programs. The School of Economic, Political and Policy Sciences brings data-driven, policy-relevant scholarship to criminology, economics, political science, public affairs, and geospatial information sciences, with a growing focus on technology policy. The Harry W. Bass Jr. School of Arts, Humanities, and Technology, formed in 2022 from the union of the School of Arts and Humanities and the School of Arts, Technology, and Emerging Communication, joins the humanities with design, animation, and game development, including a nationally recognized game design program. The School of Interdisciplinary Studies enables students to build individualized degrees and is home to the popular healthcare studies major, American studies, and the University's teacher preparation pathways.



Research is central to the University's mission. As one of the nation's leading research institutions, UT Dallas attracts significant external funding and fosters collaboration among faculty, students, industry partners, and governmental organizations to address complex challenges and contribute to economic growth and societal advancement. The University's location within a global business and technology hub further enhances opportunities for research partnerships, experiential learning, and workforce development.

Under the leadership of President Prabhas V. Moghe, UT Dallas is advancing *Roadmap 2030*, an ambitious institutional strategy organized around three mutually reinforcing pillars: Student Success, Academic and Research Convergence, and External Impact. Together, these priorities reflect the University's determination to become an innovation destination where exceptional people and organizations converge to create, share, and apply knowledge for transformative impact.

Today, UT Dallas's more than 150,000 alumni can be found across the globe contributing to advancements in technology, healthcare, business, education, public service, and scientific discovery. With a strong foundation in research, a growing national reputation, and an enduring commitment to innovation, UT Dallas continues to strengthen its position among the leading public research universities in the United States.

For additional information, please visit utdallas.edu.

A Region in Transformation

Few regions in the United States are undergoing an economic transformation of the scale and breadth now visible in Dallas-Fort Worth. With more than 8.3 million residents and an economy exceeding $800 billion, North Texas has attracted more than 280 corporate headquarters relocations since 2010. Its 24 Fortune 500 companies, spanning semiconductors, telecommunications, healthcare, financial services, and transportation, generate nearly $1.1 trillion in combined annual revenue. As the northern anchor of the Texas Triangle, which connects Dallas-Fort Worth with Austin, San Antonio, and Houston, the region occupies an increasingly influential position in the movement of talent, investment, technology, and commerce across the national and global economy.

That transformation is unfolding across industries at once. Dallas's emerging financial district, popularly known as "Y'all Street," now includes NYSE Texas, Nasdaq Texas, and the Texas Stock Exchange, alongside major investments by global institutions such as Goldman Sachs. AllianceTexas, a 27,000-acre development to the west, integrates air cargo, rail, and highway infrastructure into a hub for national and international supply chains. To the north, the U.S. 75

corridor from Richardson toward Sherman is emerging as a center of semiconductor manufacturing, anchored by the first of up to four Texas Instruments wafer fabrication plants in Sherman, a potential $40 billion investment, with GlobalWafers and Coherent making complementary investments.

UT Dallas was born from precisely this kind of economic imperative. Its founders, the innovators behind Texas Instruments, created the University to expand the region's capacity for advanced research and technical talent, and it is now positioned to fulfill that purpose on an entirely new scale. UT Dallas works alongside technology companies and entrepreneurs through applied research centers in Richardson's Innovation Quarter, and UTDesign has connected engineering and computer science students with hundreds of corporate sponsors on real-world challenges. Two-thirds of the University's alumni remain in North Texas, providing an enduring source of technical, entrepreneurial, and business talent for the region.

For the Vice President, this context is not backdrop. It shapes the student demand, workforce expectations, partner relationships, and competitive landscape that enrollment strategy must address, and it raises a defining question: which students, in what numbers and through which pathways, should UT Dallas enroll to meet the needs of the region and the nation?



About the Division of Enrollment Management

The Division of Enrollment Management serves as a critical Division in advancing the University of Texas at Dallas' mission, strategic priorities, and aspirations for continued growth and national prominence. As a newly established enterprise under the leadership of the Vice President for Enrollment Strategy, the Division brings together the University's core enrollment functions to create a coordinated, student-centered, and data-informed approach to attracting, enrolling, and supporting students throughout their academic journey.

The Division encompasses Undergraduate Admissions and Enrollment Management, the Office of Financial Aid, and the Office of the Registrar, creating an integrated structure designed to align recruitment, enrollment planning, student access, and academic progress. Through close collaboration with academic leadership, Student Affairs, Institutional Intelligence, University Communications, and Global Engagement, the Division will help ensure that enrollment strategies support the University's academic priorities, student success goals, and long-term financial sustainability.

The Office of Admissions and Enrollment Management is responsible for recruiting and enrolling undergraduate students who will contribute to the academic vitality and diversity of the University community. The office leads student outreach, recruitment strategy, admissions operations, enrollment communications, and yield initiatives while serving as the primary gateway for prospective students and families. As UT Dallas continues to expand its reach nationally and internationally, Admissions will play an increasingly important role in communicating the University's distinctive value proposition and strengthening its visibility among prospective students and counselors.

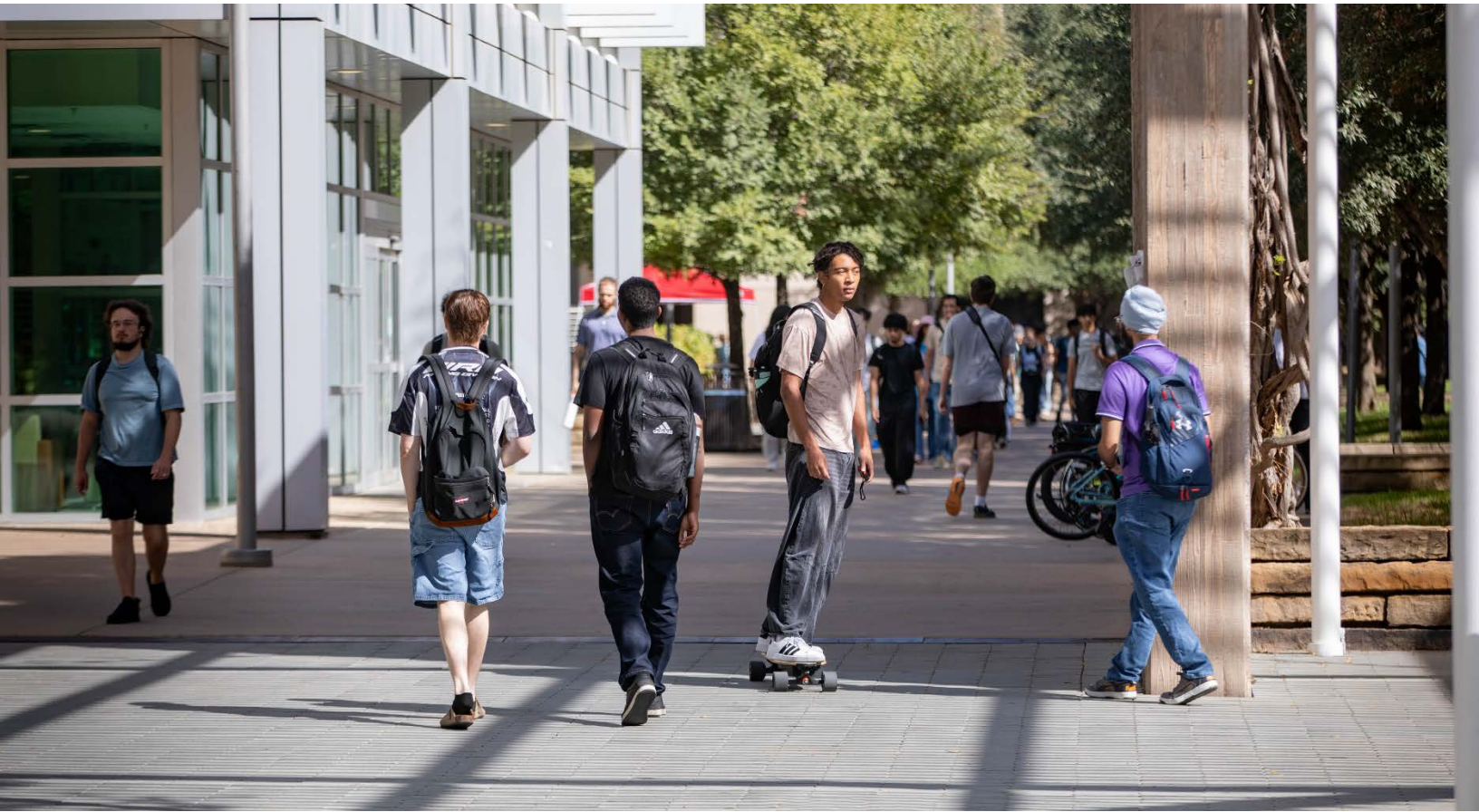
The Office of Financial Aid serves as a key partner in advancing student access, affordability, and success. Through the administration of federal, state, institutional, and private financial assistance programs, the office helps students and families navigate the financial aspects of pursuing a UT Dallas education while supporting the University's broader goals for recruitment, retention, and degree completion.

Financial aid strategy is increasingly central to the institution's enrollment vision. In partnership with Enrollment Management and academic leadership, the office plays an important role in expanding access to high-achieving students from a wide range of backgrounds while ensuring responsible stewardship of institutional resources.

A notable example of this commitment is the Comet Promise, a transformative initiative designed to increase college affordability and access for Texas students. Through the program, eligible undergraduate students from families with annual incomes of $100,000 or less receive full coverage of tuition and mandatory fees through a combination of scholarships, grants, tuition exemptions, and institutional funding. The recent expansion of Comet Promise to include transfer students underscores the University's commitment to educational opportunity, social mobility, and student success.

The Office of the Registrar supports the academic mission of the University through the management of student records, registration services, academic scheduling, degree certification, and policy implementation. As stewards of the integrity of the University's academic records and processes, Registrar staff play an essential role in ensuring a seamless student experience while providing critical data and operational support that informs planning, decision-making, and institutional effectiveness.

Under the leadership of the Vice President for Enrollment Strategy, these units will form a cohesive enrollment organization committed to excellence in service, collaboration, and innovation. The Vice President will have the opportunity to further integrate these functions, strengthen cross-functional partnerships, and cultivate a culture characterized by transparency, accountability, continuous improvement, and evidence-based decision-making. Together, the Division of Enrollment Management will help position UT Dallas to achieve its enrollment goals, enhance student success outcomes, and continue its rise as one of the nation's leading public research universities.



Leadership

Prabhas V. Moghe, President



As the sixth president of The University of Texas at Dallas, Dr. Prabhas V. Moghe leads one of the nation's fastest-growing public research universities, with a focus on advancing academic excellence, student success, interdisciplinary discovery, and innovation. Prior to joining UT Dallas, he served as executive vice president, provost, and vice chancellor for research and innovation at Rutgers University, where he provided strategic leadership for academic and research operations across four campuses and 29 academic units. A distinguished scholar, educator, and innovator, Dr. Moghe holds a bachelor's degree in chemical engineering from the University of Bombay and a Ph.D. in chemical engineering (bioengineering) from the University of Minnesota, following postdoctoral training at Harvard Medical School and Massachusetts General Hospital. His internationally recognized research has advanced cancer detection technologies and nanotechnology-based approaches to treating neurodegenerative diseases, generating more than $30 million in research funding, over 130 highly cited publications, and numerous innovations that have led to intellectual property and licensing opportunities. A fellow of several leading scientific and engineering organizations, Dr. Moghe is widely respected for his contributions to research, teaching, and academic leadership. Guided by a deep commitment to expanding opportunity through higher education, he is leading UT Dallas's efforts to strengthen its national prominence through investments in faculty excellence, entrepreneurship, cross-disciplinary collaboration, and transformative research that addresses society's most pressing challenges.

Marc P. Christensen, Executive Vice President for Academic Affairs and Provost



Dr. Marc Christensen joined the University of Texas at Dallas as Executive Vice President for Academic Affairs and Provost in July 2026, bringing a distinguished record of leadership as a scholar, innovator, and higher education executive. A longtime member of the Texas higher education community, Dr. Christensen spent more than two decades at Southern Methodist University, where he emerged as a nationally recognized leader in photonics research and technology development, co-authoring more than

100 scholarly publications, holding 10 patents, and earning election as a Fellow of the National Academy of Inventors. His leadership trajectory at SMU included service as Chair of the Department of Electrical Engineering and ten years as Dean of the Lyle School of Engineering before he was appointed president of Clarkson University, a private technical university in New York. Following his presidency, he returned to Texas to serve as a senior advisor to the UT Dallas President and the Vice President for Research and Innovation, deepening his understanding of the institution's aspirations and strengths before being appointed Provost. As the University's chief academic officer, Dr. Christensen brings extensive experience leading complex academic organizations, advancing research excellence, and fostering institutional growth. His academic credentials include a Bachelor of Science in Engineering Physics from Cornell University, a Master of Science in Electrical Engineering from George Mason University, and a Ph.D. in Electrical and Computer Engineering from George Mason University.



Role of the Vice President for Enrollment Strategy

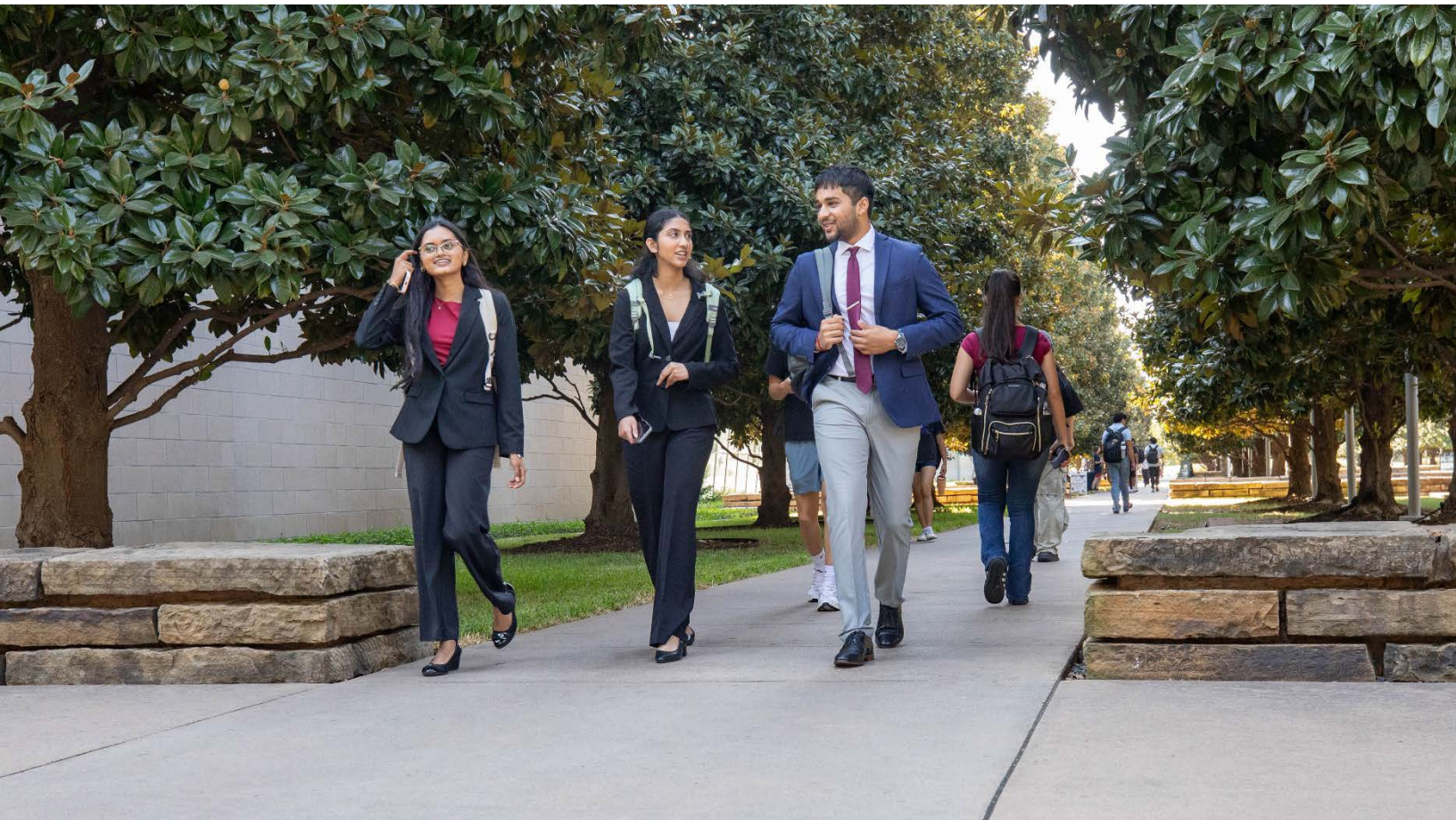
Reporting to the Executive Vice President for Academic Affairs and Provost, the Vice President for Enrollment Strategy serves as the University's chief enrollment strategist and one of its principal institutional planners. As a member of the Provost's leadership team, the Vice President will provide counsel that extends well beyond traditional enrollment management, informing decisions on academic planning, student success, resource allocation, capacity, and long-range strategic priorities.

The Vice President will oversee Undergraduate Admissions and Enrollment Management, Financial Aid, and the Registrar, but the central focus of the role is strategic rather than operational. UT Dallas has talented leaders who understand the mechanics of recruitment, admissions, and enrollment operations. The University's greatest need is a leader who can think holistically about the future and build the framework that aligns enrollment with institutional priorities.

The Vice President will lead development of the University's first fully integrated enrollment planning model, bringing together data, forecasting, market analysis, academic demand, student outcomes, workforce trends, and financial considerations. Working with the Provost, President, deans, and senior leaders, the Vice President will help determine where and how the University should grow, which student populations to prioritize across undergraduate, graduate, transfer, and professional pathways, and what instructional, facilities, housing, and service capacity each choice requires.

The role is built on partnership. The Vice President will collaborate with deans across all schools to create shared ownership of enrollment outcomes, and with Institutional Intelligence, Finance, Information Technology, Student Affairs, and Marketing and Communications to establish a common understanding of trends, projections, and opportunities. Externally, the Vice President will strengthen relationships with community colleges, school districts, employers, and regional partners.

In doing so, the Vice President will help UT Dallas move from growth driven largely by demand and tactical execution to growth guided by intentional strategy, making enrollment planning a central mechanism through which the University decides its future.



Key Opportunities and Challenges for the Vice President for Enrollment Strategy

Shape enrollment growth that advances Roadmap 2030.

After a decade of extraordinary growth, UT Dallas is focused on ensuring that the scale, composition, and direction of future enrollment advance its academic, research, and societal ambitions. Roadmap 2030 establishes three mutually reinforcing pillars: Student Success, Academic and Research Convergence, and External Impact. The Vice President will establish the analytical framework that distinguishes growth that advances this direction from growth that merely adds headcount, balancing academic excellence, student opportunity, program demand, instructional capacity, financial sustainability, and institutional impact. This will require reconciling competing interests across schools and building shared ownership of difficult tradeoffs.

Lead strategic capacity planning.

Sustained growth has placed real demands on faculty, classrooms, laboratories, housing, advising, and student services, and the University's next stage will require that enrollment and capacity decisions be made together. The Vice President will lead integrated scenario planning with the Provost, Finance, Facilities, and the deans to show what different enrollment choices require in faculty hiring, instructional space, housing, student support, and experiential learning opportunities. Capacity also includes the University's commitments to applied learning. As UT Dallas extends internships, capstones, and industry-connected experiences to every undergraduate, enrollment must be paced to the availability of high-quality placements and employer partnerships. The same discipline will guide new locations and delivery modes, where demonstrated demand and partner commitment should lead investment.

Advance student success across the full student lifecycle.

Student Success is a foundational pillar of Roadmap 2030. The Vice President will connect recruitment, admissions, financial aid, academic preparation, persistence, graduation, and postgraduation outcomes into a single view of the student journey, working with Academic Affairs, Student Affairs, and Institutional Intelligence. This includes strengthening transfer pathways, evaluating the effectiveness of aid investments such as Comet Promise, and recruiting students who will thrive in an education built around applied learning, career preparation, and innovation. Enrollment quality will be measured not only by who enters, but by what students experience, achieve, and become.

Align enrollment with academic innovation, research convergence, and workforce needs.

The Vice President will partner with the Provost, deans, and research leaders to supply the market intelligence, modeling, and recruitment strategies that inform new program development, with particular attention to interdisciplinary and graduate education, doctoral enrollment that sustains the research enterprise, and emerging fields. The role will also connect enrollment to regional workforce needs, including pathways from community college and technical credentials to a UT Dallas degree, education co-designed with employers, and lifelong learning for working professionals, particularly along the advanced technology corridor north of campus. Each opportunity will be judged by its contribution to academic excellence, research distinction, financial sustainability, and impact, not by enrollment potential alone.



Build an adaptive enrollment enterprise and strengthen UT Dallas's position in the student marketplace.

Demographic shifts, changing student preferences, uncertain international mobility, technological disruption, and growing competition will require a more proactive approach. The Vice President will lead an integrated forecasting and scenario-planning capability and build a cohesive organization across Admissions and Enrollment Management, Financial Aid, and the Registrar, grounded in transparency, accountability, and service.

The Vice President will also work with Marketing and Communications, faculty, alumni, and partners to translate the University's distinctive identity into compelling narratives for undergraduate, transfer,

graduate, and professional audiences, ensuring that growing academic prominence converts into sustained demand and an enrollment portfolio aligned with long-term ambitions.

Qualifications and Characteristics

While no single candidate will have all the qualifications, the University of Texas at Dallas seeks candidates with a well-rounded combination of the following qualifications and characteristics:

Education

- Bachelor's degree required; an advanced degree is preferred.

Skills and Experience

- Distinguished executive leadership experience in strategic enrollment management, enrollment strategy, academic administration, student success, or related leadership within a complex public research university.
- Demonstrated ability to connect enrollment planning with academic portfolio development, capacity planning, resource allocation, and long-range institutional strategy.
- Demonstrated success leading institution-wide strategic initiatives in environments characterized by shared governance.
- Deep understanding of predictive analytics, enrollment forecasting, financial aid strategy, institutional planning, and evidence-informed decision-making.
- Exceptional communication, collaboration, and consensus-building skills.
- Demonstrated ability to lead organizational change and develop high-performing teams.
- Active participation and leadership in shaping the field of enrollment management, with particular knowledge of legislation and compliance requirements affecting student recruitment, retention, and financial aid.
- The creativity and problem-solving skills to address challenges and opportunities in enrollment management, including organizational strategy, and the ability to drive positive change.

Desired Leadership Characteristics

- Strategic and visionary leader.
- Collaborative and institutionally minded.
- Analytically sophisticated and data-informed.
- Innovative and forward-looking.

- Committed to academic excellence and student success.
- A trusted advisor who leads with integrity, stewardship, and sound judgment.

Applications, Inquiries, and Nominations

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website. Electronic submission of materials is strongly encouraged.

> *Dan Rodas, Partner*
> *Alycia Johnson, Managing Associate*
> *Melissa Barravechio, Senior Search Coordinator*
> *Isaacson, Miller*

The University of Texas at Dallas provides equality of opportunity in education and employment for all students and employees. Discrimination based upon race, color, religion, sex (including pregnancy), sexual orientation, gender identity, gender expression, age, national origin, citizenship, disability, genetic information, or veteran status, or any other basis of discrimination precluded by federal and state statutes is prohibited. This means that no person will be excluded from participation in, denied the benefits of, or be subject to discrimination under any program or activity sponsored or conducted by the University.

This document has been prepared based on the information provided by the University of Texas at Dallas. 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 Texas at Dallas would supersede any conflicting information in this document.

