



VICE PRESIDENT OF ENROLLMENT MANAGEMENT

LEADERSHIP PROFILE

AUGUST 2026







THE OPPORTUNITY

Towson University (TU) is pleased to accept applications for the Vice President for Enrollment Management (the "Vice President").

The Vice President reports directly to the Provost and Executive Vice President for Academic Affairs and is a member of the President's Cabinet and Provost's Council. As Towson prepares for R2 classification and expands its research profile, the Vice President will play a key role in ensuring that enrollment strategies support the institution's evolving academic ambitions and contribute to Towson's emergence as a leading research university.

It is an exciting time to lead enrollment management at TU, an institution on the rise and a member of a higher education system in a prosperous state that values and invests in higher education. This year, TU welcomes its largest incoming first-year class in history, with a record number of Honors College students and a demographic profile that closely mirrors that of the State of Maryland.

TU looks to build upon this impressive momentum, further its impact as an anchor institution, and advance its pre-

eminent position as a national leader in higher education for the public good. The Vice President will be a key player in this strategy, and will be able to leverage TU's collaborative, consultative environment; commitment to excellence and opportunity; and a vibrant atmosphere that fosters innovation and change.

The Vice President will lead the next phase of developing and implementing a strategic, data-informed, forward-thinking enrollment management plan that advances the university's goals regarding degree programs, inclusivity, and fiscal outcomes. Through oversight of four functional units – University Admissions, Financial Aid, Office of the Registrar, and Academic Success (Advising, Tutoring, and Retention Programs) the Vice President will be expected to lead the implementation of the strategic enrollment management plan; improve retention, persistence and student outcomes; grow and diversity enrollment beyond traditional markets; enhance data, analytics, and financial aid strategy; strengthen campus partnerships and collaboration; and develop and support a respected and committed team.

The ideal candidate will be an experienced, collaborative, and creative leader who will provide a transparent and forward-thinking approach to short- and long-term enrollment goals. The successful candidate will have a demonstrated record of achieving recruitment, enrollment, and student success outcomes to build a highly accomplished and diverse student body.

Celebrating its 160th year, Towson University is Maryland's university of opportunities. TU was ranked as one of the nation's best public universities by the Wall Street Journal and Money magazine, and the number one public university in Maryland by the Wall Street Journal and Washington Monthly. Located on a 329-acre campus in Towson, Maryland, just 10 miles from Baltimore's Inner Harbor and a short drive or train ride to Washington, D.C., Philadelphia or New York City, TU offers unmatched opportunities to engage with the state and federal government, elected officials, worldwide embassies, think tanks, the national media and other influencers of public policy in addition to endless cultural and recreational and entertainment attractions.

THE ROLE OF THE VICE PRESIDENT FOR ENROLLMENT MANAGEMENT

Reporting to the Provost and Executive Vice President for Academic Affairs, the Vice President is also a member of the President's Cabinet and Provost's Council.

The Vice President will provide leadership to a division that includes 125 full-time staff members. Direct reports to the Vice President include:

- Assistant Vice President for Enrollment Management & Admissions
- Assistant Vice President for Enrollment Management & Academic Success
- Director of Financial Aid
- University Registrar
- Executive Assistant

Principal duties and responsibilities for the Vice President include, but are not limited to, the following:

STRATEGIC AND VISIONARY LEADERSHIP

- Lead the next phase of development and implementation of a strategic, data-informed, forward-thinking enrollment management plan.
- Work with the Provost and the academic enterprise to identify workforce trends, explore entrepreneurial enrollment opportunities, and adapt programs, certificates, and non-credit offerings.
- Enhance efforts to promote academic excellence and student success.

MANAGE ENROLLMENT PRIORITIES

- Ensure appropriate enrollment of undergraduate and graduate students to support academic programs.
- Build upon existing efforts to increase out-of-state and international students. Develop a strategic financial aid strategy to ensure access, advance enrollment objectives, and produce desired financial outcomes.
- Leverage technology, effective marketing, and innovative communication approaches to enhance TU's profile and position it as a first-choice institution for students and families.

RELATIONSHIP DEVELOPMENT

- Maintain positive and productive relationships with campus counterparts across the University System of Maryland and with the USM Office.
- Engage senior leaders in continuous, informed dialogue about enrollment opportunities, challenges, and tradeoffs.
- Foster strong internal partnerships and collaborations to cultivate synergy and common purpose across campus for enrollment efforts.
- Support TU's efforts to improve external communications, ensuring that the university is responsive to the needs of prospective students, families, alumni, supporters, and policymakers.

MANAGEMENT AND ADMINISTRATION

- Refine structures and systems within enrollment management.
- Foster a high-performing enrollment management division that is innovative and can respond to the ever-evolving national and international environment for recruiting, enrolling, and retaining students.
- Cultivate a culture of development and professional growth throughout the organization.



OPPORTUNITIES AND EXPECTATIONS FOR LEADERSHIP

“We push what’s possible.” – Meant to capture Towson’s position as a powerful anchor institution in the greater Baltimore region, leading enterprise research, discovering breakthroughs, building businesses, and supporting communities, it can also be taken as a call to action for the Division of Enrollment Management. As the division seeks to strengthen strategic enrollment efforts through leveraging data-informed decision-making, cross-campus collaboration, and innovative solutions to drive recruitment, retention, and completion, the Vice President for Enrollment Management will be asked to address the following leadership priorities.

LEAD THE IMPLEMENTATION OF THE STRATEGIC ENROLLMENT MANAGEMENT PLAN

The university’s recent enrollment successes have been driven in large part by the implementation of a comprehensive Strategic Enrollment Management plan. Now in its second iteration, this living plan will guide the university’s strategies and tactics, and the next Vice President will serve as its chief architect and champion. The new leader should maintain momentum on key initiatives, establish clear accountability measures, and ensure that enrollment, retention, financial aid, marketing, academic affairs, and student affairs work toward shared objectives. Success will require disciplined prioritization, effective project management, and the ability to keep a broad range of constituents engaged and aligned. The Vice President must help move the institution from planning to execution while continuously assessing results and adjusting strategies in a rapidly changing higher education environment. Some specific areas of interest for Towson’s future enrollment strategy include growing out-of-state enrollment as well as transfer students, enhancing the academic profile of admitted students while remaining true to TU’s access and social mobility mission, serving as a partner to grow graduate students and research in alignment with R2 status, and designing strategies for financial aid to support enrollment growth and foster student success.

IMPROVE RETENTION, PERSISTENCE, AND STUDENT OUTCOMES

Towson’s record enrollment growth comes with increased attention to student retention and success. The university is committed to delivering on its promise to provide an inclusive environment where all students achieve high academic success. The next Vice President must help lead a comprehensive effort to understand the factors that contribute to increases in retention, persistence, and graduation rates, particularly among first-year students and historically underserved populations. This work should include strengthening academic support services, leveraging early-alert and predictive analytics tools, improving coordination among advising, tutoring, financial aid, and student affairs, and advancing initiatives such as Tiger Success, a program focused on closing completion gaps for students of potential who would not have been previously admitted to TU. Particular attention should be given to increasing four-year graduation rates, reducing barriers created by financial challenges and registration holds, and ensuring students arrive and persist with the support necessary to thrive academically and personally.

GROW AND DIVERSIFY ENROLLMENT BEYOND TRADITIONAL MARKETS

Although Towson is enjoying record undergraduate enrollment, demographic shifts and the enrollment cliff require a more diversified enrollment strategy. The Mid-Atlantic Tuition Rate is a new tool to attract out-of-state students, and the Vice President will ensure a smooth implementation with clear communication about the program and the establishment of a strong operational framework to award the funds and track return on investment. The Vice President will strengthen transfer pathways, identify emerging markets that align with Towson’s mission and value proposition, and broaden its reach while maintaining the student-centered experience that distinguishes the university within the region.

The next Vice President should partner closely with the College of Graduate Studies, deans, and academic leadership to develop a more coordinated and data-informed approach to graduate recruitment. This strategy should focus on growing both traditional and research-oriented graduate programs, supporting employer-sponsored and contract-based enrollment opportunities, and creating stronger pathways from undergraduate to graduate study.

ENHANCE DATA, ANALYTICS, AND FINANCIAL AID STRATEGY

The competitive and dynamic enrollment landscape requires greater sophistication around the use of data and technology to guide enrollment decision-making. The next Vice President should lead the development of a modern enrollment analytics infrastructure that leverages Slate, predictive modeling, AI-enabled tools, and market intelligence to improve recruitment, retention, and student success outcomes. The creation of a more strategic financial aid leveraging approach that helps the university achieve its enrollment, revenue, access, and student quality goals will be essential. Equally important will be facilitating data sharing across the university to help meet the colleges’ enrollment goals and to help the colleges understand students’ interests and areas for support. By fostering a culture of evidence-based decision-making and innovation, the Vice President can help Towson identify opportunities more quickly, deploy resources more effectively, and remain competitive in an increasingly complex higher education marketplace.

STRENGTHEN CAMPUS PARTNERSHIPS AND COLLABORATION

The next Vice President must continue building a culture in which enrollment management is viewed as a collaborative institutional responsibility rather than a standalone administrative function. The Vice President will encourage the division to strengthen partnerships with deans, department chairs, faculty, advisors, and



campus leaders to ensure enrollment strategies align with academic priorities and student needs. This leader should establish transparent communication channels, improve access to enrollment and student success data, and actively engage academic units in planning and decision-making. A successful Vice President will be visible, accessible, and trusted across the university, fostering shared ownership of enrollment and student success goals.

DEVELOP AND SUPPORT A RESPECTED AND COMMITTED TEAM

The Division of Enrollment Management has gained significant credibility and institutional influence, and the next Vice President will have an opportunity to further strengthen the division's effectiveness. Priority should be given to developing leadership talent, reinforcing collaboration across admissions, financial aid, registrar, and student success functions, and creating a structure that supports innovation, accountability, and continuous improvement. The next leader must cultivate a resilient, high-performing team capable of navigating change while

maintaining exceptional service to students and campus partners. The Vice President will ensure that the division continues to be viewed as a strategic partner in advancing the university's mission.

PROFESSIONAL QUALIFICATIONS AND PERSONAL QUALITIES

Towson University seeks an experienced, collaborative, and creative leader who will provide transparent and forward-thinking approach to short- and long-term enrollment goals. The successful candidate will have a demonstrated record of achieving, recruitment, enrollment, and graduation outcomes that result in a highly accomplished and diverse student body. A master's degree is required, as well as ten years of progressive enrollment management, admissions, or student success experience, five of which must be in a senior leadership role. In addition, the Vice President will demonstrate most, if not all, of the following professional qualifications and personal qualities:

- **Institutional alignment:** A genuine commitment to Towson University's mission as Maryland's university of opportunities and its role as a national leader in higher education for the public good; appreciation for Towson's student-centered culture, commitment to inclusion and access, strong record of student success, and growing reputation as a research-oriented public university; enthusiasm for advancing the university's aspirations and ability to articulate the distinctive value of a Towson education.
- **Collaborative leadership:** Proven ability to build trust, foster partnership, and develop strong relationships across a wide range of constituencies; experience working productively with presidents, provosts, cabinet-level leaders, faculty, deans, staff, the state system, and other external partners; demonstrated commitment to transparency, shared governance, open communication, and collective problem solving; a leader who listens well, invites perspectives, and builds consensus while maintaining forward momentum.
- **Proven effectiveness in strategic enrollment management:** Progressive leadership experience in enrollment management, admissions, financial aid, student success, advising, registrar functions, or related areas; demonstrated success designing and implementing comprehensive enrollment strategies that advance recruitment, retention, graduation, diversity, and revenue objectives; deep understanding of current enrollment trends, demographic shifts, market dynamics, and the evolving factors influencing student college choice and behavior.
- **Student success and retention leadership:** A demonstrated commitment to student achievement throughout the enrollment lifecycle; experience developing and implementing strategies that improve persistence, retention, academic success, and timely degree completion; ability to partner effectively with academic affairs, student affairs, faculty leaders, and advisors to build a culture of student success and shared responsibility for outcomes.
- **Strategic vision and entrepreneurial thinking:** Ability to anticipate opportunities, challenges, and emerging trends and translate those insights into actionable enrollment strategies; demonstrated success identifying innovative approaches to enrollment growth, program development, partnerships, and student engagement; willingness to challenge assumptions, think creatively, and introduce new ideas while maintaining focus on execution and results.
- **Financial aid and enrollment strategy acumen:** Sophisticated understanding of financial aid, enrollment planning, tuition strategy, and student affordability; experience aligning financial aid resources with enrollment goals, student success outcomes, and institutional priorities; ability to evaluate recruitment investments, pricing strategies, and enrollment initiatives through a data-informed and outcomes-driven lens.
- **Analytical acumen and technological fluency:** Demonstrated success leveraging data analytics, predictive modeling, market intelligence, and emerging technologies, including AI-enabled tools, to inform strategy and decision-making; ability to translate complex data into clear recommendations and actionable plans; commitment to using technology to improve efficiency, expand access, strengthen communication, and enhance the student experience.
- **Leadership and management skills:** Demonstrated success leading and developing high-performing teams; ability to establish clear expectations, cultivate accountability, and support professional growth; experience creating organizational cultures that value innovation, adaptability, customer service, collaboration, and continuous improvement; skill in leading through change while maintaining focus, resilience, and alignment around institutional priorities.
- **Exceptional communication:** Excellent written, verbal, and interpersonal communication skills; ability to communicate clearly, credibly, and persuasively with a variety of audiences; skill in presenting enrollment concepts, trends, and data in ways that promote understanding, informed decision-making, and shared ownership of institutional goals.
- **Personal qualities:** Optimistic, energetic, and forward-looking; intellectually curious and committed to continuous learning; innovative, entrepreneurial, and willing to pursue bold ideas thoughtfully; approachable, authentic, and relationship-oriented; politically astute without being political; resilient and adaptable in the face of ambiguity and change; collegial, humble, and collaborative by nature; deeply committed to students, the academic mission, and the success of colleagues and the institution.



TOWSON UNIVERSITY ENROLLS

16,361
undergraduate students

3,316
graduate students

19,677
total enrollment

TOWSON OFFERS

110
undergraduate majors

80+
master's programs

4
doctoral degree
programs

ENROLLMENT MANAGEMENT AT TOWSON

ABOUT THE DIVISION OF ENROLLMENT MANAGEMENT

The Division of Enrollment Management is committed to supporting students from their initial inquiry through graduation. The division consists of offices that recruit, admit, matriculate, advise, provide academic support, and serve as a resource in an accessible, transparent manner that meets student needs. The division is committed to building partnerships and collaborative initiatives across campus in support of the strategic enrollment plan.

VISION

To be a recognized leader in strategic enrollment management by supporting student success and creating a sense of community that attracts an increasingly diverse student body and graduates students prepared to apply their knowledge for the public good.

CORE VALUES

- Commitment to Student Success
- Accountability
- Integrity/Professionalism
- Inclusive Excellence
- Collaboration
- Clear and Effective Communication
- Innovation
- Efficiency and Resourcefulness

OBJECTIVES

- Develop continued expertise in strategic enrollment management
- Provide excellent service and consultation to division stakeholders, academic colleges, and the campus community
- Foster a culture of data-informed decisions to guide the development of enrollment strategies
- Support initiatives that contribute to promoting student success from admissions through graduation
- Proactively integrate inclusive excellence into all aspects of the division's culture and practices
- Enhance and support partnerships that provide students with a seamless transition from high school or community college to Towson University
- Cultivate innovation, change, and entrepreneurial mindsets and approaches



UNIVERSITY ADMISSIONS:

The University Admissions office helps guide first-year, graduate, and transfer students; international undergraduate and graduate students; non-degree and returning students; and veterans through the admissions process at Towson.

The fall of 2025 entering class was Towson University's most diverse first-year student class in its 160-year history. Of TU's 19,677 students, 61% identify as a racial or ethnic minority. Towson University's growing diversity reflects the state's growth.

According to the United States Census, more than half of the Maryland population identifies as a racial or ethnic minority, making it one of the first minority-majority states on the East Coast.

FINANCIAL AID:

The Towson University financial aid office coordinates the application process for scholarships, work-study funds, all student loans, and cost-of-student grants. These aid programs are funded by the U.S. Department of Education, the State of Maryland, Towson University, or private sources. The financial aid office is responsible for preparing and communicating information about financial aid and for helping students apply for and receive student loans, grants, scholarships, federal aid, state

aid, institutional aid, and private aid. Aid programs include many grants, scholarships, loans, and work programs from various sources, each with a unique name. The office of financial aid helps students and families understand the requirements and navigate the financial aid process. TU is widely recognized as one of the best values in higher education by Forbes, U.S. News and World Report, Washington Monthly, and Kiplinger's Personal Finance.

OFFICER OF THE REGISTRAR:

The Office of the Registrar provides services to students, faculty, administrators, and alumni, as well as the general public in curriculum and catalog management, directory information policy (FERPA), enrollment verification, graduation, grades and academic policies, inter-institutional program, reenrollment, registration, and records, and residency classification. The office staff supports all students served by Towson University throughout the registration process by providing guidelines and policy information.

TOWSON LEARNING NETWORK:

The Towson Learning Network (TLN) is part of Towson University's Division of Academic Affairs. TLN is responsible for the management and support of undergraduate and graduate programs

offered at off-campus locations. The network is strategically and specifically designed as a means of outreach to the metropolitan region and has a rich history of collaboration with Maryland's public school systems, community colleges, government agencies, and businesses.

ACADEMIC SUCCESS:

At TU, student success is our primary metric of success. We do much of this through several programs and initiatives within the Enrollment Management division.

- The Academic Advising Retention & Completion Office (AARC) works to ensure that informed, effective, and easily accessible advising is available to every student.
- The Tutoring and Learning Center provides free services for students to assist in identifying and achieving academic goals.
- The Writing Center provides assistance to students at every stage of the writing process - from brainstorming to final draft.
- Tiger Success is a new initiative focused on closing completion gaps for students of potential who would not have been previously admitted to TU.



ABOUT TOWSON UNIVERSITY

Towson University is Maryland's university of opportunities. With more than 160 years of excellence, TU is a nationally recognized comprehensive public research university serving nearly 20,000 students across more than 200 bachelor's, master's and doctoral degree programs. As the largest university in greater Baltimore, TU is known for its commitment to inclusive excellence, social mobility, academic innovation and preparing graduates to lead in a rapidly changing world.

Located in Towson — Baltimore County's seat — TU offers the best of both worlds: a vibrant college community

and immediate access to one of the nation's most dynamic metropolitan regions. The university is at the center of a rapidly evolving uptown community with significant public and private investment supporting education, research, innovation, entrepreneurship, government, and a walkable, safe small business district

Baltimore's renowned arts, culture, professional sports, dining and waterfront attractions are just minutes away. Washington, D.C., and the broader Mid-Atlantic region are easily accessible. And the entire Northeastern corridor is easily connected to via rail and major highways,

creating exceptional opportunities for research, partnerships, internships and career growth.

At Towson University, employees join a collaborative community dedicated to student success, public service and innovation. More than 200,000 alumni worldwide reflect the lasting impact of a university that continues to create opportunity, strengthen communities and shape the future of Maryland and beyond.



PROCEDURE FOR CANDIDACY

WittKieffer is assisting Towson University in this search. Inquiries, nominations and applications are invited. Review of applications has begun and will continue until the position is filled. Candidates should provide, as two separate attachments, a curriculum vitae or resume and a letter of application addressing the responsibilities and requirements described in this profile.

Application materials should be submitted using WittKieffer's [candidate portal](#).

Nominations and inquiries can be directed to:

Shelley Arakawa, J.D. and Ashlee Musser at: towsonvpem@wittkieffer.com

Targeted salary range: \$275,000-300,000, commensurate with experience.

To learn about employee benefits, please visit our [Benefits page](#).

Towson University is an Equal Opportunity Employer.

PROVOST AND PRESIDENT BIOS

[Meet Provost Perreault](#)

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