



University  
of Dayton

## Registrar

### Leadership Profile

March 2024



*WittKieffer*

## The Opportunity

[The University of Dayton](#) (UD) – a top-tier Catholic university in Dayton, Ohio – seeks a dynamic, collaborative, and experienced leader to serve as its next Registrar.

The successful Registrar will report directly to the Assistant Vice President for Academic Records and Strategic Pathways and provide leadership and vision for the Registrar's Office. The Registrar is responsible for all areas of the Office of the Registrar, including academic records, registration, scheduling, credential progress and conferral, catalog, enrollment and degree compliance reporting, and transfer credit evaluation and application. The Registrar champions the importance and value of creating and sustaining a diverse and inclusive university environment. The Registrar actively engages students, faculty, and staff to develop and promote student-centered approaches for all registrar-related functions in alignment with the University's strategic priorities.

This is an exceptional opportunity for an experienced associate registrar or registrar with strong collaborative skills and deep experience with academic policy and procedure review and implementation. The successful candidate will have proven experience working in a records function in a university setting and the skills to garner trust and engagement from colleagues across the institution. The new leader will cultivate the talents of university-wide staff members, enhance systems and structures, harness emerging technologies, steward and share data, stay up to date on the ever-changing world of federal reporting and compliance, and ensure the adoption of best practices in process and procedure across the University.

The ideal candidate will have a bachelor's degree in a relevant field of study; a master's degree is preferred. Candidates should have at least five years of experience in a college or university academic information and/or records office, with at least five years in a supervisory role. Experience with transfer credit evaluation and application policies and processes for both domestic and international institutes of higher education is required. Along with demonstrated experience, the Registrar will bring strong knowledge and evidence of creating efficiencies using TES (Transcript Evaluation System), Salesforce, Banner, DegreeWorks, TeamDynamix, and Courseleaf or similar systems.

As a Catholic Marianist university, diversity, equity, and inclusion are recognized as essential to the success of students and staff. As a member of the Strategic Enrollment Management team (SEM), the Registrar will work individually and with teammates to make tangible contributions to advance UD's commitment to becoming a more fully inclusive, anti-racist university. The Registrar will empower themselves and others within the Registrar team to attend workshops, seminars, and other educational experiences to deepen their understanding of UD's Catholic Marianist mission. Each staff member in SEM meets semi-annually with their supervisor to identify the ways in which they are both individually and collaboratively working to advance diversity, equity, and inclusion within the University of Dayton community.

The University of Dayton has retained the national search firm WittKieffer to assist in this recruitment. To inquire, apply, or nominate a candidate, please see the section entitled "Procedure for Candidacy" near the end of this document.



## Opportunities and Expectations for Leadership

The new Registrar will be asked to address the following key priorities:

### **Strategic Leadership**

The new Registrar will spearhead the adoption of innovative practices in managing student academic records and lead continuous improvements in the Registrar's office.

### **Operation Management**

The new Registrar will implement systems and business processes to support efficient data management, operational efficiencies, and excellent student-centered services.

### **Collaborate with University of Dayton's information technology team**

The Registrar will work closely with UD's information technology team (UDIT) and have knowledge of the application of complex student information systems and course registration, enrollment, and student record-keeping policies and practices, along with the ability to be effective in a collaborative and relational environment.

### **Policy and Compliance**

The Registrar will ensure that course, class, and student records management align with federal, state, and University policies, improving services and codifying procedures.

## Professional Responsibilities and Credentials

### **Priority Responsibilities:**

- Provide leadership, vision, and mentorship to the Registrar staff.
- Oversee the Transfer Credit Office as the University moves to centralization of domestic and international credit applications, supporting undergraduate, graduate, and professional students.
- Work closely with Flyer Student Services and provide commencement ceremony support and collaboration.
- Ensure that all interactions with students and key constituents reflect the Catholic, Marianist values of the University.
- Apply experience with policy writing and maintenance of University policies to remain current and up to date.
- Direct curriculum maintenance, working collaboratively with academic units.
- Actively contribute to the University in becoming anti-racist and supporting mission-based diversity, equity, and inclusion initiatives.

**The successful candidate will possess the following *required* qualifications:**

- A BA/BS degree.
- At least 5 years of progressive supervisory and leadership experience in an academic records setting.
- Experience with transfer credit evaluation and application policies and processes (for both domestic & international students).
- Demonstrated experience and understanding of enrollment data and subsequent systems.
- Demonstrated data analytics skills with great attention to detail and accuracy.
- Proven project management skills and the ability to produce high-quality deliverables in a fast-paced and high-demand environment.
- Strong written and verbal communication skills.
- Experience working with socially and culturally diverse communities.

**Additionally, while no candidate will embody every quality, the successful candidate will possess many of the following *preferred* qualifications:**

- Master's Degree.
- Experience with TES (Transcript Evaluation System), Salesforce, Banner, DegreeWorks, TeamDynamix, and Courseleaf or similar systems.
- Experience as a University Registrar or an Associate/Deputy Registrar or providing leadership of these functional roles.
- Expertise with the Ohio Guaranteed Transfer Pathways and/or other state-level transfer credit guarantees.
- Expertise in maintaining FERPA compliance.
- Knowledge of industry best practices and emerging technologies.
- Expertise with university enrollment reporting compliance.
- Advanced capabilities in using the Microsoft suite of products, particularly Microsoft Excel.

## About the University of Dayton

Founded in 1850 by the Society of Mary (the Marianists), UD has grown into a top-tier Catholic university. As a Marianist university, UD strives to educate for formation in faith; provide an



integral, quality education; educate in the family spirit; educate for service, justice, peace, and integrity of creation; and educate for adaptation and change. These core educational values have guided the University over its 173-year history. The University is deeply committed to pursuing diversity, equity, and inclusion within a shared mission, building consensus, and fulfilling its founding vision of educating the whole person through the integration of learning and scholarship with leadership and service. To meet this commitment, the University works to create reciprocal, mutually beneficial relationships in the greater community that provide meaningful learning experiences for

students, strengthen civic life, and spark community-engaged scholarship. UD's culture is characterized by a strong commitment to collegiality and inclusivity, excellence in service to students, stakeholders and professional societies, and impactful research.

The University of Dayton comprises six academic units: the College of Arts and Sciences and the Schools of Business Administration, Education and Health Sciences, Law, Engineering, and University Libraries. More than 82 academic programs are available at the undergraduate level. With over 35 centers and institutes, including the nationally recognized [University of Dayton Research Institute](#) (UDRI), UD provides faculty, students, and staff with outstanding opportunities for research, experiential learning, and community engagement. The University has received the Carnegie Community Engagement Classification, recognizing the institution's longstanding commitment to community engagement through teaching, service, research, and partnerships within the Dayton community. These partnerships allow UD faculty, staff, and students to successfully collaborate with neighbors for shared community building, create learning opportunities beyond the classroom for students, and connect theory with practice. Undergraduate, Master's, and Doctoral degree programs are offered in a range of disciplines within the Schools and the College. Across all programs, faculty, and staff are committed to providing students with excellent classroom and off-campus experiences and value the inclusive, consultative leadership style that is the tradition at the University.

With an overall enrollment of over 11,000 students, including approximately 7,900 undergraduate and 3,100 graduate and law students, UD encourages students to engage the world, developing critical minds and compassionate hearts. The University is home to 645 full-time faculty and employs 1,418 staff members, including approximately 823 research institute staff members. In partnership with UDRI, UD had \$221.3 million in research sponsorship in fiscal year 2022. The

University is the No. 1 Catholic university for sponsored engineering research and No. 1 among all colleges and universities for federally sponsored materials engineering research.

The inclusive nature of the UD community and the University's [strategic commitment to multi-dimensional diversity and inclusive excellence](#) differentiate the University from its peers. In 2020, UD reaffirmed its commitment to advancing diversity, equity, and inclusion and paved the way to becoming an anti-racist institution by launching [The Flyers Plan for Community Excellence](#). This strategic plan results from a comprehensive and institution-wide effort of the President's Diversity and Inclusion Assessment Task Force, a representative group created in 2017 and chaired by the Vice President for Diversity and Inclusion. The President's Council also released an Anti-Racist Action Plan in June 2020, building upon the Flyers Plan framework. SEM plays a central role in advancing diversity in the student body and equity in the student experience. SEM is supported to advance key enrollment strategies that have led to consistent records of enrollment of historically underserved populations.



The 2017 Presidential Statement on Diversity and Inclusion states UD's core values as follows:

The University of Dayton affirms that diversity, equity, and inclusion are inextricably linked with excellence. We aggressively pursue these core values, which align with our mission of building community in the world and working for justice for all people.

Diversity at all levels of the University—from the board of trustees to the student body—enriches our learning environment and expands our institutional ability, intelligence, and creativity.

As a Catholic and Marianist institution, the University of Dayton embraces diversity as a gift of God's creation and is committed to honoring the intrinsic value and dignity of all people, no matter their race, religion, socio-economic status, gender, sexual orientation, country of origin, (dis)ability, ideology, and other expressions of human difference. We commit ourselves to eliminating discriminatory or hateful words and actions, pursuing equity, and becoming known as a fully inclusive and welcoming environment for learning, discovery, and community engagement.

The University of Dayton embraces students, staff, and faculty who embody differences in religion, race/ethnicity, gender identity, sexual orientation, national origin, and other differences that are valuable for an environment of intercultural learning and growth. These differences are recognized and celebrated on campus. The Multi-Ethnic Education and Engagement Center offers a broad array of support structures to meet the academic, social, and cultural needs of a diverse campus

community. The Center for International Programs provides programming to advance global and intercultural learning and provides support systems for international students and scholars. The Inclusive Excellence Academy, Women's Center, ArtsLIVE, a Muslim prayer room, multi-faith support through Campus Ministry, the Brook Center, and the Office of Learning Resources represent a sampling of UD's institutional commitments to build and sustain this inclusive and welcoming community.

## More about Strategic Enrollment Management

Strategic Enrollment Management comprises eight departments and contains about 75 full-time staff, about 70 student employees, and six graduate assistants. The departments include Administration, Recruitment & Admission, Financial Aid, Registrar & Registration, Flyer Student Services (one-stop), EMit, Analytics & Planning, and Strategic Projects & Operations. The division also has a dedicated Marketing & Communications team that formally reports to the VP for Marketing & Communications and is dedicated to enrollment marketing and communication efforts.



The Registrar will join an award-winning and diverse team of student-centric leaders. Many of the leadership team members have over 20 years of service to UD, and the team works in solid partnership with one another and key partners across campus and external to UD. Dr. Jason Reinoehl and the leadership team are actively involved in major university-wide leadership councils and committees and play leadership roles with key industry organizations. The team embodies a growth and opportunity-oriented mindset, functions within an agile operational framework, and challenges and supports one another to be the best they can be in professional and personal pursuits.

UD is enjoying tremendous momentum and success, marked by near-constant record-setting trends for enrollment, talent, and diversity. This success is attributable to the mission and quality of the University, the strength of the faculty, and the leadership team. It is also attributable to the longevity, ingenuity, and commitment of the SEM division's staff and its culture and ethos.

SEM has led essential enrollment strategies that are catalysts for student success, institutional change, and sustainability, including complete price transparency and the growth and momentum of each of its diversified enrollment channels, including the Flyer Promise Scholars program, the UD Sinclair Academy, and its signature partnership with Shorelight Education, UDayton Global, among other signature programs.



The Division is guided by an overarching mission and values statement, as follows: Strategic Enrollment Management is a catalyst for driving adaptive, competitive differentiation. We recruit, enroll, and graduate talented students by making known UD's distinctive value and advancing our foundational commitments to access, affordability, inclusion, equity, and student success. We ASPIRE to excellence:

**Anti-racist:** We advance social justice and educational equity.

**Service:** We advance and scale service delivery through leadership development and automation.

**People-first:** We put people first, beginning with our students and staff.

**Innovative:** We learn and adapt to the signs of the times.

**Relationships:** We partner, and we collaborate.

**Evidence:** We use evidence to make decisions and to measurably improve.

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## Leadership

### Eric F. Spina, President



Eric F. Spina, Ph.D., the 19th president of the University of Dayton, took office in July 2016. He earned doctoral and master's degrees in mechanical and aerospace engineering from Princeton University.

Since joining the University of Dayton, President Spina has led a far-reaching, campus-wide visioning process that inspires and guides the University's planning and strategic investments. Under his leadership, the University has eclipsed records, attracting the most diverse and academically gifted undergraduate classes in UD's history and recording new highs in sponsored research and philanthropic support.

### Darlene Weaver, Provost



Darlene Weaver, Ph.D., joined the University in July 2023 as Provost and Executive Vice President of Academic Affairs and professor of religious studies. Dr. Weaver is an ecumenically trained moral theologian and specializes in moral anthropology and ethical theory. She previously served as associate provost for academic affairs and professor of theology at Duquesne University, and spent eleven years at Villanova University, where she earned tenure and was promoted to associate professor. She was also a visiting assistant professor at Georgetown University.

She taught courses on ethical theory and topics in applied ethics. She is the author of dozens of articles and two monographs. Weaver is a series co-editor for the Moral Traditions series at Georgetown University Press and an Associate Editor for the *Journal of Religious Ethics*.

She received her B.A. from Carnegie Mellon University, M.A.R. from Yale Divinity School, and her Ph.D. in ethics from the University of Chicago in 1998, with a particular focus on moral agency.

**Jason K. Reinoehl, Vice President for Strategic Enrollment Management**

Jason K. Reinoehl, Ph.D., serves as the Vice President for Strategic Enrollment Management, a role he has held since 2016 after serving as interim VP the year prior. Completing his 20<sup>th</sup> year at UD, Dr. Reinoehl has developed successful strategies in all aspects of enrollment management, emphasizing enrollment growth and success through price transparency, access, diversity, and inclusion.

During his tenure as VP, the University has grown enrollment, and made significant improvements in student success, including significantly increasing enrollment of historically underrepresented populations and Pell-grant eligible students, and establishing record retention and graduation rates. He has led many innovative strategies to extend the University of Dayton's reach domestically and internationally, including the development of the University's nationally recognized four-year net-price tuition plan, the launch of UDayton Global, a signature international recruitment and success venture with Shorelight Education, the launch and growth of the Flyer Promise Scholars Program, and the development and growth of the UD-Sinclair Academy, an innovative public-private partnership with Sinclair Community College.

Dr. Reinoehl earned a Ph.D. in educational leadership from the University of Dayton, an MBA from Valparaiso University, and a dual degree in accounting and computer science from Manchester University.

**Marisa Darby-Eatmon, Assistant Vice President for Academic Records and Strategic Pathways**

Marisa Darby-Eatmon joined the University in September 2023 as Assistant Vice President of Academic Records and Strategic Pathways. Marisa has over fifteen years of increasing leadership and service across various roles at multiple universities. She previously served as the Registrar at the University of Dallas, a private Catholic university. Additionally, Marisa served at a private HBCU, Huston-Tillotson University, and a public land grant, the University of Nevada, Las Vegas (UNLV). In addition to her Registrar's Office duties, she has served as a First Year Experience (FYE) instructor, academic advisor, student mentor, and she has designed a specialized FYE curriculum focused on leadership, academic success, and community engagement.

Marisa is dedicated to service, advancing faith-based education, and helping students meet their educational goals and purpose. She has been published by AACRAO and a graduate of their ASCEND leadership program.

Marisa is a first-generation college graduate, earning her BA in English and an MAT in Social Sciences from Grambling State University.



## Campus Life

In recent years, UD has experienced substantial growth in enrollment, research expenditures, and philanthropic support. For fall 2023, approximately 55 percent of all enrolled undergraduate students are Ohio residents, with an additional 43 percent from other U.S. states and 2% are international students. In the first-year undergraduate class in August 2023, 19 percent of the students come from historically underrepresented race/ethnic backgrounds, and 17 percent are Pell-eligible.

The inclusive nature of the UD community is a key differentiator to the retention and success of its students both in and out of the classroom. The institution embraces a wide variety of students, faculty, and staff who embody religious, ethnic, cultural, and other differences. These differences are recognized and celebrated on campus. The Office of Diversity and Inclusion works to advance and sustain an inclusive environment and sponsors lectures and artistic events. For multiple years, UD has been among a small group of schools nationally honored with a [Higher Education Excellence in Diversity \(HEED\) Award](#).

UD is a highly residential campus community spanning a beautiful 388-acre campus comprising over 40 academic, recreational, athletic, and administrative facilities. The University has invested considerably in its physical plant in the last decade, including the construction of and major renovations to several campus buildings, including the fitness center, the Chapel of the Immaculate

Conception, the science center, and the UD Arena, as well as classrooms, studios, and offices for fine and performing arts programs, and the athletic fields and facilities.

In 2009, UD purchased the former headquarters of NCR Corp., establishing its new River Campus comprising Daniel J. Curran Place and 115 acres of land near the Great Miami River. The University has transformed the 455,000-square-foot former Fortune 500 corporate office building into a stunning academic and research facility. The building houses, among other things, the University of Dayton Research Institute, MBA and Education graduate classes, and an Alumni Center. The newly renovated home for the Department of Computer Science on the University's main campus was dedicated and renamed in October 2021 in honor of Jesse S. Hathcock '30, the first African American woman to graduate from UD.

The latest addition to UD's growing campus is its first building dedicated to visual and performing arts, the Roger Glass Center for the Arts, commissioned in December 2023, with its first performances this spring. The building elevates the arts on campus and provides a greater connection with the Dayton community through concerts, dance and theater performances, and visual art exhibits featuring students, faculty, visiting artists, and community members.



## About the City of Dayton

The Dayton metropolitan area has a population of about 750,000 and is a diverse community boasting a renewed downtown, historic neighborhoods, and a highly favorable cost of living. Dayton is noted for its long history of innovation and invention and is a center of technological development. It is home to corporations such as Reynolds and Reynolds, CareSource, Fuyao Glass America, LexisNexis, and the U.S. Air Force Research Laboratory at Wright-Patterson Air Force Base. Keeping with its history, a large innovative health network is growing in the city and region.

Dayton is home to the Dayton Contemporary Dance Company, one of the five leading African American contemporary dance companies in the United States and in residence at the University of Dayton; the Dayton Performing Arts Alliance, a recent and first-in-the-nation merger of the Dayton Opera, Ballet and Philharmonic Orchestra; the Dayton Art Institute; the Human Race Theatre, a professional company; the Bach Society of Dayton; the Kettering Children's Choir; the Muse Machine for interdisciplinary arts programs in the region's schools; and the Dayton Philharmonic's SPARK program, one of the largest educational school music initiatives of any in the United States. The City of Dayton has also been named the first "Certified Welcoming City" by Welcoming America for its work creating policies and programs reflecting a commitment to immigrant inclusion. The region is also home to a nationally recognized park system and 330 miles of bicycle trails. The Dayton Dragons, a minor league baseball team, connected to the Cincinnati Reds, play in a beautiful downtown stadium and hold a national record for sold-out season tickets. While much is available in Dayton, proximity to Cincinnati and Columbus allows easy access to additional resources and entertainment opportunities.

As a proud anchor institution, UD has long been deeply engaged in the City of Dayton through mutually beneficial, innovative partnerships. UD continues to invest in community partnerships, collaborating with Premier Health to develop [onMain](#), a 38-acre district adjacent to campus that aims to foster imagination and innovation. [The Dayton Arcade](#), re-opened in March 2021, is part of a larger plan by the City of Dayton to bring residents, jobs, and visitors back to the downtown center of Dayton. The restoration of the Arcade has been a high priority for the City of Dayton, and

the Arcade is well on its way to being a center for entrepreneurial innovation and a force for economic development in downtown Dayton.

## Procedure for Candidacy

All applications, nominations, and inquiries are invited. Applications should include, as separate documents, a CV or resume, a letter of interest addressing the themes in this profile.

WittKieffer is assisting the University of Dayton in this search. For priority consideration, please submit application materials by **April 30<sup>th</sup>**. The position will remain open until the position is filled.

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

Nominations and inquiries can be directed to:

Christy Pratt and Eleanor Vogelsang  
[DaytonRegistrar@wittkieffer.com](mailto:DaytonRegistrar@wittkieffer.com)

*To attain its Catholic and Marianist mission, the University is committed to the principles of diversity, inclusion, and affirmative action and to equal opportunity policies and practices. As an Affirmative Action and Equal Opportunity Employer, we will not discriminate against minorities, females, protected veterans, individuals with disabilities, or on the basis of sexual orientation or gender identity.*