



Provost and Executive Vice President for Academic Affairs

Leadership Profile

2024-2025



WittKieffer

Executive Summary

The University of Toledo (UToledo), a student-centered, public metropolitan research university, seeks a distinguished academic and administrative leader to serve as Provost and Executive Vice President for Academic Affairs.

UToledo serves more than 15,000 students located in Toledo, Ohio, and draws students from across the U.S. and nearly 80 countries. UToledo became a member of the state university system in 1967 and merged in July 2006 with the Medical University of Ohio. The University is accredited by The Higher Learning Commission. Beginning in July 2025, the University will have seven academic colleges; currently, there are 13 colleges: Arts and Letters, Business and Innovation, Education, Engineering, Graduate Studies, Health and Human Services, Honors, Law, Medicine and Life Sciences, Natural Sciences and Mathematics, Nursing, Pharmacy and Pharmaceutical Sciences, and University College. The Colleges of Arts and Letters and Education are currently merging, as are the Colleges of Health and Human Services and Nursing. Graduate Studies, Honors College, and University College have been merged into the Provost's office. The University employs more than 5,000 individuals and has seven collective bargaining agreements. Grounded in student success, UToledo offers an affordable and transformational education experience and is ranked as a top performer in social mobility for its graduates as well as one of the highest in the State of Ohio for graduates' income mobility. UToledo is an energetic and fast-growing institution determined to propel itself to the forefront of innovation and scholarship.

The University is on the precipice of achieving the Carnegie Classification of Institutions of Higher Education's highest and most coveted Very High Research Activity status (R1) for the next adjustment in 2025. Furthermore, the University launched "[UToledo Reimagined](#)," the institution's 2023-2028 strategic plan focused on: Ensuring student success from recruitment through graduation; Delivering relevant and innovative academic programs; Setting the standard for health education and patient care; Distinguishing UToledo regionally, nationally and internationally; Fostering a people-centered culture; and Positioning UToledo for future success through financial and operational effectiveness.

In addition to the academic affairs aspects of the portfolio, the Provost oversees all of the student lifecycle, including student affairs, student success, and student support services, as well as the Office of Diversity, Equity and Inclusion and the University's community engagement efforts. The depth and breadth of the portfolio require a talented leader with the ability to foster relationships, gain consensus, and manage multiple priorities, aligning academic priorities with the institution's mission of education, research, and service. The Provost will hold a pivotal leadership role in fostering collaboration between the University's academic units and the medical center.

UToledo seeks a forward-thinking and visionary leader with experience developing and promoting programs for the changing landscape of undergraduate and graduate education. Leveraging the strengths and opportunities of their two distinct campuses, the Provost will lead in the development of new and innovative curricular pathways and modes of delivery, work collaboratively with the Office of Research and Sponsored Programs to support research and scholarship, and strengthen impact on the community and region. The Provost must possess experience with program prioritization and the ability to engage and collaborate with faculty, staff, and administration at all levels across the institution. The ideal candidate should be skilled at advancing multiple areas of excellence across the University, elevating UToledo's stature and reputation nationally and internationally.

The successful candidate will be knowledgeable about the challenges facing higher education and ideally have experience working at a complex, public higher education institution with an academic medical center. Exceptional communication and interpersonal skills are required, as is a record of accomplishment in building trust and lasting relationships, both internal and external to the University, with people of all backgrounds. The ideal candidate should be committed to enhancing and evolving the institutional culture for improved communication, student service, and community-engaged learning. The incoming Provost will also have a proven commitment to diversity, equity, and inclusion.

To submit a nomination or express personal interest in this position, please see Procedure for Candidacy at the end of this document.

Role of the Provost and Executive Vice President for Academic Affairs

Reporting to the President, the Provost and Executive Vice President for Academic Affairs provides executive-level leadership and strategic vision for the University's entire academic and student life mission. In partnership with the President, the Provost is responsible for defining and pursuing institutional, educational, research, clinical, and funding priorities, with operating authority over the University's academic budget, often in collaboration with other senior leaders. Additionally, as the chief academic officer and the second-ranking executive officer of the University, the Provost has operational authority and leadership over academic and faculty affairs, academic policy, and academic administration, including all faculty recruitment, hiring, tenure, and promotion.

The Provost oversees all aspects of the student lifecycle, including student affairs, student success, and student support services. Recently, the areas of community engagement and diversity, equity, and inclusion were added to the Provost's portfolio. The depth and breadth of the portfolio require a talented leader with the ability to foster relationships, gain consensus, and manage multiple priorities while providing a strategic vision for academic affairs.

Reporting to the President, the Provost oversees the following functional areas:

- Academic and support colleges
- Academic Finance and Faculty Administration
- Center for Excellence in Teaching and Learning
- Center for International Studies and Programs
- Diversity, Equity and Inclusion
- Graduate Studies
- Institutional Effectiveness
- Learning Enhancement Center
- Office of the Dean of Students and Student Affairs
- Registrar
- Student Success
- The Institute for American Constitutional Thought and Leadership
- University Libraries

The Provost also works closely with the following entities:

- Faculty Senate
- Graduate Council
- Human Resources
- President's Cabinet
- Professional Staff Association
- UToledo Chapter of the American Association of University Professors (UT-AAUP)
- UToledo Foundation

Opportunities and Expectations for Leadership

Continue to strengthen and refine the University's academic programs

For the past several years, UToledo has been reviewing its portfolio of academic program offerings to ensure they are meeting relevant student and market demand. This [prioritization process](#) has repositioned UToledo's program offerings in an effort to respond to the evolving higher education landscape as institutions manage the national decline of high school graduates and seek to improve overall retention rates. This effort is aligned with "UToledo Reimagined" the University's 2023-2028 [strategic plan](#) that includes the stated goal to deliver relevant and innovative academic programs. Although much of the prioritization process is underway, it presents a unique opportunity for the incoming Provost to advance a new compelling and distinctive vision and strategy for UToledo that keeps student success and high-quality teaching and research at the forefront of the academic enterprise.

As a strong regional comprehensive university, UToledo offers a range of undergraduate, graduate, and professional programs. The incoming Provost must have disciplinary agility, breadth of understanding, and leadership skills to foster collaboration among these diverse areas and understand the unique challenges facing each program. A key relationship will be with the academic medical center, ensuring strong partnerships to promote integrated education, research, and clinical practice.

Advancing research, scholarship, and creative activity

As an emerging R1 university, one of UToledo's strategic goals is to grow the University's research profile. To that end, the Provost will need to have a deep understanding of how to support faculty and students in their research, scholarship, and creative pursuits across a broad range of disciplines. It will be important to ensure resources are available for seeking and overseeing research funding, encouraging collaboration and interdisciplinary activity, and identifying start-up funds for new hires. It will be important for the new Provost to ensure funding aligns with the strategic priorities of the campus and that infrastructure needs are considered in an effort to maintain and support these priorities.

Support student success and enrollment efforts

UToledo is committed to advancing programs that support the success of first-generation college students, students of color, and students from low- and middle-income backgrounds. As a recent addition to the Provost's portfolio, student life should address the evolving needs of undergraduate and graduate students, with a particular focus on serving students and promoting a collaborative and supportive environment that provides them with the tools they need to succeed in the classroom and beyond. The Provost must nurture ongoing efforts with a focus on ensuring broad school and college engagement in planning and implementing student success strategies across undergraduate, graduate, and professional populations that take into account the diverse range of student needs.

Like many similar institutions, UToledo is facing enrollment challenges and has seen a decline in recent years. The Provost will work closely with constituents from across the University to articulate a compelling academic brand and vision to further the institution's success and attract new students, with a particular focus on growing professional programs, identifying new pathways for professional, continuing education, and nontraditional students, and programs that directly connect students with high demand careers. While building on the University's expected position as a newly designated R1 institution, the Provost will identify new academic programs and strategies that increase enrollment of a high-quality, diverse student population.

Advance the University's goals in supporting diverse populations and furthering inclusive excellence

Ensuring an inclusive environment where all students can thrive is a key goal of the University. The recent addition of the Office of Diversity, Equity and Inclusion into the Provost's portfolio presents an optimal opportunity

to incorporate DEI into curricular and co-curricular experiences further and create greater opportunities for partnership with student and academic affairs. The Provost should be a leader with a demonstrated commitment to building an inclusive community where all students, faculty, and staff feel welcome and have the opportunity to succeed.

Building on the positive relationships with the Toledo community, the Provost should help to identify opportunities to advance UToledo as a university that exemplifies inclusive excellence, creating and nurturing partnerships with local organizations to maximize resources that will enable the University to take concrete action and produce tangible results that have an impact on campus, in the community, and beyond.

Support faculty excellence and shared governance

UToledo faculty are deeply committed to teaching, are active scholars in their field, and are engaged participants in the University and the local community. The Provost should have a strong record of supporting faculty development and excellence, as well as a demonstrated ability to work across a wide range of academic fields and disciplines. UToledo has a strong culture of shared governance. The new Provost is expected to be a collaborative and transparent leader who engages faculty and unions in decision-making and respects the shared governance ethos that permeates across campus.



Professional Qualifications and Personal Qualities

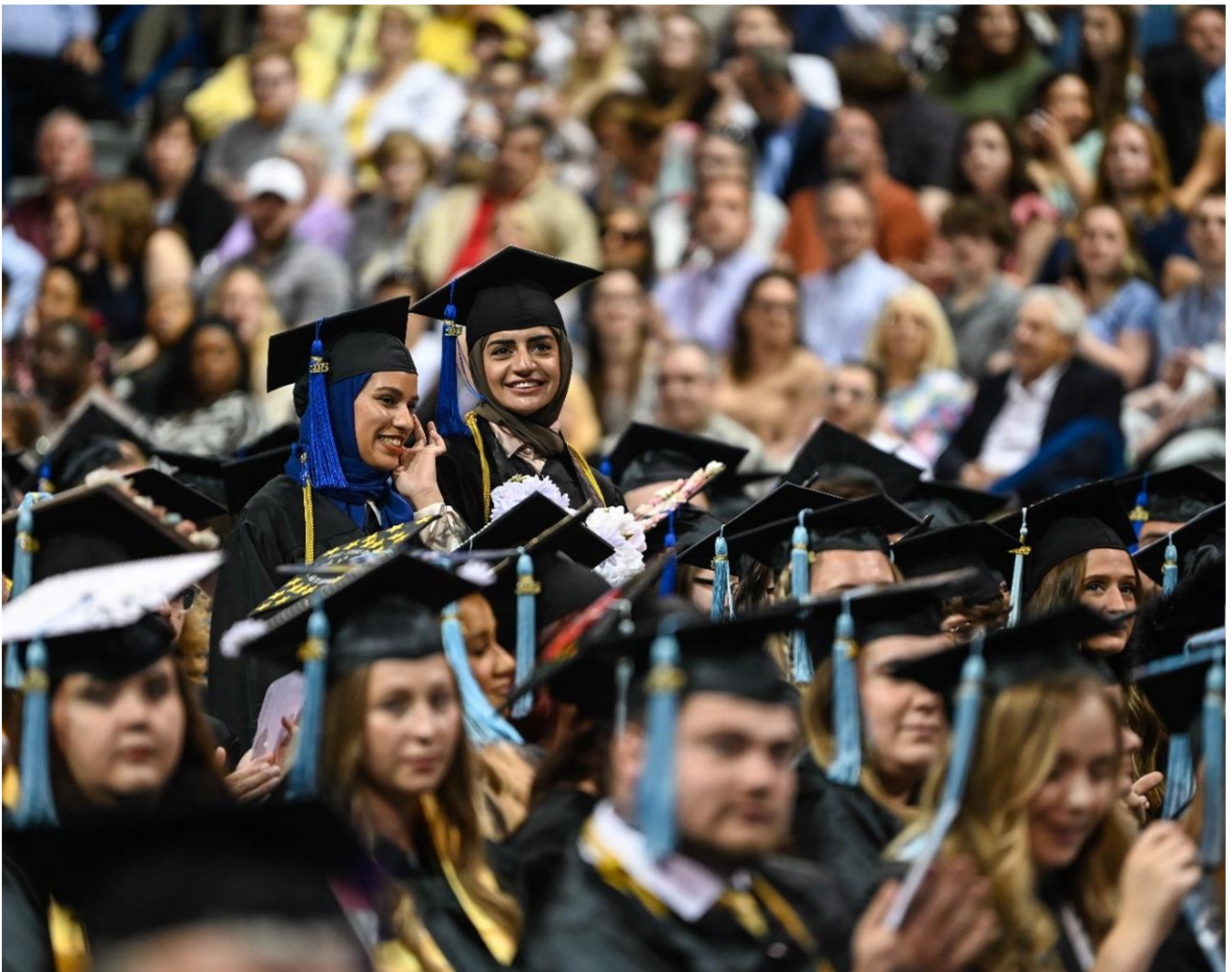
The Provost and Executive Vice President for Academic Affairs will be an accomplished administrator with progressive academic administrative experience. The ideal candidate will have experience with change management and leadership development and should demonstrate the ability to oversee academic affairs, faculty affairs, student affairs, and student services.

Progressive leadership experience is required, ideally at the level of provost, dean, or vice dean. The successful candidate will possess an earned doctorate degree from an accredited university with a strong record of recognized research, scholarship, and teaching commensurate with an appointment as a tenured full professor in one of the University's disciplines.

Ideal candidates will possess many of the following experiences and qualities:

- Proven ability to collaborate with the President, senior administrators, faculty, students, staff, and deans.
- Possess in-depth knowledge of the challenges facing higher education, especially at a complex, regional, comprehensive public institution.
- Exceptional communication skills, proactively engaging with team members and constituents to foster a positive and productive work environment, leveraging high emotional intelligence to navigate and resolve conflicts effectively.
- Experience managing complex budgets, preferably in an RCM/IBB model, and the ability to integrate fiscal decisions with strategic planning to ensure institutional efficiencies.
- Experience collaborating with faculty and staff within a collective bargaining and unionized environment, including negotiating contracts, addressing grievances, and fostering positive labor relations to support institutional goals and academic excellence.
- Ability to assemble and lead a cohesive team of direct reports, including vice provosts and deans, to work collaboratively across the institution, achieving shared strategic goals and operational efficiencies.
- Proven ability to manage multiple complex and competing priorities with thorough, orderly, prompt, and transparent administration across diverse responsibilities and operating units.
- Innovation in developing and supporting diverse academic programs that support a modern and relevant university that incorporates student success as its primary goal.
- Proven capability to boost university enrollment by expanding opportunities for transfer students, adult learners, international students, graduate/professional students, and online education programs.
- Experience with federally funded educational/research training programs by facilitating program developments contemporaneous with the national trends in training and research.
- Demonstrated ability to effectively integrate student success best practices and career preparation with academic and co-curricular program delivery to achieve desired student outcomes.
- Ability to implement The University of Toledo's [strategic plan](#) with an understanding of the institution's mission, vision, and values.
- A willingness to work with the Faculty Senate, Graduate Council, Research Council, Student Government, and the Graduate Student Association in all areas of academic affairs.

- Committed to transparency and respect for the faculty, staff, and students, with demonstrated leadership in promoting high-achieving staff and faculty into leadership positions to support their careers and retention.
- Committed to adopting best practices that continually enhance operational, educational, and research functioning, i.e., institute a culture of evidence-based positive change.
- Demonstrated dedication and achievement in fostering a university atmosphere that values diversity, equity, inclusion, accessibility, and belonging for all students, faculty, and staff, with a strong emphasis on cultural competency.
- Commitment to promoting meaningful collaboration in research and teaching between the Main and Health Science campuses to maximize the utilization of resources.



About The University of Toledo

Overview

The [University of Toledo](#) is a dynamic public research university committed to the cutting-edge education of a diverse and highly motivated student population. Founded in 1872, The University of Toledo became a member of the state university system in 1967 and merged in July 2006 with the Medical University of Ohio (formerly Medical College of Ohio). UToledo is one of 14 state universities in Ohio, offering full and part-time courses of studies as well as day, evening, and online programs at the associate, bachelor, graduate, and doctoral levels. Boasting over 300 undergraduate and graduate degrees and professional and online programs, UToledo is recognized by *U.S. News & World Report* as a nationally ranked public institution.

Set in an urban environment on over 1,000 acres with over 15,000 students, UToledo sets the stage for community members to feel connected and empowered personally, academically, and professionally. The University is accredited by The Higher Learning Commission and is composed of 13 Colleges.

UToledo is known nationally as a leader in solar energy innovation, water quality research, cellular research, and astrophysics. With a growing [research enterprise](#), UToledo tackles the challenges of today while engaging students as early as their first year to participate in undergraduate research.

Grounded in student success, UToledo offers an affordable and transformational education experience and is ranked as a top performer in social mobility for its graduates as well as one of the highest in the State of Ohio for graduates' income mobility.

They offer a [Tuition Guarantee](#) that puts a UToledo degree within reach for more families and serves a student body that is 26% first-generation.



The University includes multiple campuses, more than 100 major buildings, and a combined area of over 1,400 acres. The Main Campus, known for its Gothic architecture, is in the Ottawa Hills and Old Orchard neighborhoods of Toledo. The 450-acre Health Science Campus includes the University of Toledo Medical Center, which is a Level 2 trauma center, an orthopedics center, and a cancer center. The Health Science Campus also houses the Lloyd A. Jacobs Interprofessional Immersive Simulation Center, a state-of-the-art learning facility featuring virtual and interactive learning labs. The University's facilities also include the Center for Visual Arts (located at the Toledo Museum of Art) and the Lake Erie Center, a research and education facility located at Maumee Bay.

Mission

The University of Toledo improves the human condition as a public research university and academic medical center whose mission is to educate students to become future-ready graduates, cultivate leaders, create and advance knowledge, care for patients, and engage our local, national, and global communities.

Vision

The University of Toledo will impact the present and shape the future through our actions and discoveries. To achieve this vision, we will:

- Prioritize student success, health, and well-being;
- Create a diverse community built on foundations of respect, inclusion, and belonging;
- Embrace a people-first culture where we are known for outstanding student experiences, alumni and donor engagement, patient satisfaction, and as an employer of choice;
- Launch graduates equipped to think critically, act ethically, collaborate and communicate effectively in diverse environments, and apply their knowledge and skills to analyze and solve real-world problems;
- Build on our distinct strengths and invest in areas that increase the University's impact;
- Foster research, innovation, discovery, and creative work that transform our world;
- Partner with our communities to advance our mutual success and create opportunity for all;
- Inspire a love of life-long learning and commitment to serving others; and
- Develop and strengthen relationships that invest in our mission to improve the human condition.

Values

- **Academic Excellence** – We embrace the highest standards of achievement, challenging our students, faculty, and staff to reach their greatest potential.
- **People-Centered** – We prioritize our relationships with our students, faculty, staff, patients, alumni, and donors, creating a culture where everyone feels valued, supported, and part of the Rocket family.
- **Inclusion** – We foster belonging, equity, and respect for all as part of our commitment to valuing diversity of people and ideas.
- **Community** – We advance the public good in our regional, state, national, and global communities through service and collaboration.
- **Research and Innovation** – We impact the world around us through innovation in discovery, integration, application, teaching, and creative works.
- **Integrity** – We are trustworthy, acting with honesty, transparency, accountability, and authenticity in all we do.
- **Efficiency and Effectiveness** – We ensure long-term success through fiscal stability, sustainability, alignment, efficiency, and operational excellence.

UToledo Reimagined: Strategic Plan 2023-2028

Goal 1: Ensure Student Success from Recruitment Through Graduation

Strategies

- Implement an enrollment management plan that prioritizes student success
- Enhance recruitment, outreach, and communication to prospective students
- Elevate student success through learning support and timely degree completion
- Invigorate campus life and student experience

Goal 2: Deliver Relevant and Innovative Academic Programs

Strategies

- Identify and prioritize relevant and strategic academic programs
- Enhance student learning, access, and opportunities through multiple curricula delivery modalities
- Better utilize academic structure for programmatic and financial efficiencies

- Emphasize healthcare-related academic programs that build on The University of Toledo Medical Center (UTMC) strengths

Goal 3: Set the Standard for Health Education and Patient Care

Strategies

- Provide students with nationally recognized academic and research experiences
- Increase healthcare quality, safety, and patient satisfaction
- Integrate the clinical enterprise to drive efficiency and healthcare excellence

Goal 4: Distinguish UToledo Regionally, Nationally, and Internationally

Strategies

- Develop and promote community engagement and strategic partnerships
- Invest in and support research and innovation
- Continue upward trajectory in national rankings
- Highlight unique strengths and advantages of a UToledo education
- Continue to elevate UToledo in areas of sustainability

Goal 5: Foster a People-Centered Culture

Strategies

- Promote a culture of respect, inclusion, and belonging
- Attract and retain the best and the brightest
- Provide opportunities to connect students, faculty, and staff with our community, alumni, and donors

Goal 6: Position UToledo for Future Success Through Financial and Operational Effectiveness

Strategies

- Implement and assess the incentive-based budget model
- Strengthen alumni and donor engagement
- Increase fundraising opportunities and major investments
- Align UToledo's physical footprint with current and future utilization needs
- Invest in strategic capital improvement projects
- Increase sustainable operations

Academics

The University of Toledo offers over 300 undergraduate and graduate degree programs across the arts, business, education, engineering, law, medicine, natural sciences, nursing, and pharmacy. Of those over 300, 31 of those programs are nationally ranked. The University is renowned for its research in the areas of astronomy and astrophysics; solar energy, water quality, and sustainable technologies; and cell architecture and dynamics. Other academic areas of distinction include human trafficking, disability studies, as well as hypertension and precision medicine.

Colleges

- [College of Arts and Letters](#)

- [John B. and Lillian E. Neff College of Business and Innovation](#)
- [Judith Herb College of Education](#)
- [College of Engineering](#)
- [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 Nursing](#)
- [College of Pharmacy and Pharmaceutical Sciences](#)
- [University College](#)

Athletics

The University of Toledo is a member of NCAA Division I Athletics and participates in the Mid-American Conference. Learn more about UToledo Athletics by clicking on this link: [Rockets Athletics](#).

Points of Pride

Thanks to the ongoing commitment of exceptional faculty, physicians, researchers, staff, and students, The University of Toledo is proud to continually raise our national status among America's best universities.

The following rankings and recognitions are just a few of the accolades UToledo Colleges and their esteemed programs have earned recently.

- UToledo contributes \$2.8 billion to the region's economy each year. One-third of our graduates stay in the area, fueling the growth of both Toledo and northwest Ohio.
- UToledo is ranked by U.S. News and World Report in the 2022-23 Best Colleges and 2022-23 Best Global Universities lists. UToledo has numerous academic programs — including undergraduate, graduate, online and professional programs — that are nationally ranked by U.S. News & World Report.
- UToledo has identified areas of research excellence in which highly accomplished faculty members are recognized nationally for their contributions to the fields of: Astronomy and Astrophysics; Solar Energy, Water Quality and Sustainable Technologies; and Cell Architecture and Dynamics.
- The Association of Public and Land-grant Universities (APLU) selected UToledo out of its 250 member universities for its 2022 Public Impact Research Award in recognition of our Water Task Force for the work our researchers do to keep public drinking water safe.
- UToledo has four astronomers leading some of the very first projects on NASA's new James Webb Space Telescope, ranked #6 among all institutions in the world for successful proposals in this first cycle of observing time.
- UToledo became the second school ever to win back-to-back Cartwright Awards, honoring the top school in the Mid-American Conference for excellence in academics, athletics, and citizenship for both the 2022-23 and 2021-22 academic years.
- The state of Ohio recognized UToledo with the Collegiate Purple Star award in its inaugural class for support of military and veteran students and their families. UToledo also is consistently ranked by the Military Times as a Best for Vets school.

Leadership

Matt Schroeder, Interim President



Matthew J. Schroeder was named as Interim President of The University of Toledo during a special Board of Trustees meeting on April 29, 2024 and will begin his tenure on May 20, 2024.

Schroeder has spent his career serving UToledo with experience in leadership roles across the University's finance, administration, and fundraising operations.

As Executive Vice President for Finance and Administration and Chief Financial Officer since January 2019, Schroeder oversaw the finance, budget, facilities, auxiliaries, information technology, human resources, public safety, and compliance functions of the University. A public university in the state of Ohio, UToledo is a complex organization with more than \$1 billion in assets and \$864 million in operating revenues.

Before that, Schroeder served for four years as the Chief of Staff to former UToledo President, Sharon L. Gaber, leading strategic priorities and overseeing government relations and the University's response to critical issues.

Prior to joining UToledo's senior leadership team, Schroeder served on The University of Toledo Foundation, a separate, nonprofit organization that is the University's official fundraising and gift-receiving organization, as Chief Operating Officer and Vice President of Real Estate and Business Development.

During his time with the UToledo Foundation, Schroeder developed and implemented policies and procedures to improve efficiencies, controls, and overall customer service. He served as a liaison to the Foundation Board of Trustees and increased scholarship and endowment fund utilization, among other achievements.

Earlier in his career, he held director of institutional advancement and associate director of development roles at the Medical College of Ohio, which merged with UToledo in 2006.

Schroeder is a board member for the UToledo Health Board of Trustees and UTMAC, an insurance captive that covers UT Physicians, and represents UToledo on the Inter-University Council of Ohio's Business and Finance Officers Committee.

A UToledo alumnus, Schroeder received a bachelor's degree in management from the John B. and Lillian E. Neff College of Business and Innovation. He has a Master of Business Administration (MBA) from the University of Michigan Ross School of Business. Schroeder also completed the Harvard Graduate School of Education Institute for Educational Management program.

Board of Trustees

The [Board of Trustees](#) is the governing body of The University of Toledo. Board members are appointed by the Governor of Ohio.



About Toledo

The University of Toledo and the city of Toledo have a lot in common. Grit and determination. An innovative and engaged community. Add a dollop of Midwestern friendliness. Toledo is located in Northwest Ohio near the shores of Western Lake Erie. More than 600,000 people live, work, and play in the Toledo metropolitan area.

The city has long been known for its auto manufacturing and glass industry, but it is also growing in reputation as a great place to start a career and make a home. The headquarters of several Fortune 500 companies are located here. These and other national companies often partner with UToledo, offering students and faculty opportunities for research collaboration, internships, and employment.

Toledo is home to the famous [Mud Hens baseball](#) team, [Jeep](#) headquarters, and the world-renowned [Toledo Museum of Art](#). Enjoy family-owned restaurants that have been around for decades and recently opened farm-to-table restaurants and microbreweries.

Revitalized Downtown

Students, faculty, and staff are a short bus ride away from downtown on Toledo's regional transit system.

- Nationally renowned [Toledo Museum of Art](#)
- One of the [best minor league ballparks](#) in the U.S.
- Ranked the #4 minor league sports city in the country by Sports Business Journal
- [Glass City Park, Toledo's newest Metropark](#)
- Hopping breweries and restaurants
- Big-name concerts and Broadway shows
- Loft and condo living

Natural Wonders

Hiking, water sports, hunting, fishing — you can do it all here.

- One of the country's [best zoos](#)
- A 6-mile bike and walking path from Main Campus to Wildwood Metroparks and the suburb of Sylvania
- Lake Erie and the Maumee River
- 19 Metroparks with 120+ miles of trails
- Ranked first among U.S. metros for sustainability by Site Selection



Procedure for Candidacy

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

WittKieffer is assisting The University of Toledo in this search. For fullest consideration, candidate materials should be received by February 10, 2025.

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

Nominations and inquiries can be directed to:

Zachary A. Smith, Ph.D., Alejandra Gillette-Teran, and Jenna Brumleve

UTProvost@wittkieffer.com

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.

The University of Toledo provides reasonable accommodation to individuals with disabilities. If you require accommodation to complete an application or for testing or interviewing, please apply online for an [accommodation request](#).