

Assistant Vice President and University Registrar

Leadership Profile

Fall 2026



Executive Summary

The University of Florida seeks nominations and applications for the position of Assistant Vice President and University Registrar (AVP). Reporting to the Vice President and Chief Enrollment Strategist, the AVP will serve as a senior leader within the Division of Enrollment Management and provide strategic leadership for one of higher education's most complex and influential registrar operations.

This is an exceptional opportunity to join a University widely recognized for its academic excellence, research enterprise, and institutional momentum. Ranked among the nation's leading public universities, the University of Florida enrolls more than 61,000 students, employs over 6,400 faculty members, and supports more than \$1 billion in annual research expenditures. The University's continued growth and national prominence create a dynamic environment for a forward-thinking leader who can help shape the systems, policies, and practices that support student success, operational excellence, and institutional effectiveness.

As the University's chief steward of academic records and registration operations, the AVP will oversee a comprehensive portfolio that includes academic records administration, registration services, degree certification, academic catalog administration, course scheduling and classroom utilization, student-athlete eligibility certification, veterans educational benefits certification, student information systems, and data governance. The AVP will serve as a strategic institutional leader and trusted partner to leaders across Enrollment Management, Academic Affairs, Information Technology, Institutional Research, and Student Life, advancing the University's goals for enrollment, retention, persistence, and graduation.

The AVP will join the University at an important moment. The Office of the University Registrar is poised for its next chapter of leadership and innovation, with opportunities to strengthen organizational effectiveness, deepen campus partnerships, and lead significant technology and process transformation initiatives, including the implementation of the University's new degree planning and audit platform. The role will be mission-critical to UF's ability to advance student success, improve time-to-degree, optimize classroom utilization, strengthen academic scheduling practices, and support a more coordinated strategic enrollment management model. The successful candidate will build upon a strong foundation while helping position the office to meet the evolving needs of a large, complex, and highly ambitious institution.

The ideal candidate will be a strategic, collaborative, and student-centered leader with deep expertise in registrar operations. This individual will possess the ability to navigate complexity, foster cross-campus collaboration, champion innovation and continuous improvement, and strengthen a culture of accountability, trust, and service excellence. The successful leader will be energized by a fast-paced environment, adept at balancing competing priorities, and committed to advancing institutional goals through strong partnerships and effective leadership.

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

Role of the Assistant Vice President and University Registrar

Reporting to the Vice President and Chief Enrollment Strategist, the Assistant Vice President and University Registrar (AVP) will lead a team of over 30 staff and serve as a senior leader within the Division of Enrollment Management and a key strategic partner in advancing the University of Florida's institutional priorities. The successful candidate will provide leadership for the University's academic records, registration services, enrollment policies, curriculum and scheduling processes, student information systems, and data governance functions while supporting the division's commitment to student success, service excellence, and operational effectiveness.

As the institution's chief steward of student academic records and related data, the AVP will lead the development and implementation of policies, processes, and technologies that support enrollment growth, student success, retention, graduation, compliance, and institutional effectiveness. The successful candidate will collaborate extensively with leaders across Enrollment Management, Academic Affairs, Student Life, Information Technology, Institutional Research, and other campus units to modernize legacy practices, establish clearer institutional policies where needed, enhance the student experience, and support data-informed decision-making.

The AVP will provide strategic and operational leadership for a broad portfolio that includes academic records administration, registration services, course scheduling and classroom utilization, transcript production, enrollment and degree certification, academic catalog administration, student-athlete eligibility certification, and veterans education benefits certification. This leader will be expected to approach scheduling and space not simply as questions of capacity but as opportunities to leverage data, policy, and partnerships to optimize existing resources, improve access to courses, and advance institutional goals. The successful candidate will lead organizational planning, resource management, personnel development, and continuous improvement efforts that strengthen service delivery and advance institutional priorities.

As a member of the Enrollment Management leadership team, the AVP will contribute to strategic enrollment initiatives and institutional planning while serving as a trusted advisor on academic policy, student records administration, regulatory compliance, student information systems, and data governance. The successful candidate will lead cross-functional initiatives that enhance operational effectiveness, support student success, and advance the University's mission and strategic priorities.

Responsibilities of the AVP include, but are not limited to:

- Provide leadership, strategic vision, and operational oversight for the Office of the University Registrar, ensuring the integrity, security, accessibility, and effective administration of student academic records and registration services.
- Oversee academic records management, registration services, course scheduling and classroom utilization, transcript production, enrollment and degree certification, academic catalog administration, student-athlete eligibility certification, and veterans education benefits certification.
- Lead organizational planning, budget administration, personnel development, and continuous improvement initiatives that support service excellence and operational effectiveness.
- Provide executive oversight of the University's student information systems and related technologies, ensuring systems effectively support the student lifecycle and institutional priorities.
- Serve as a key institutional leader in data governance, establishing standards and practices that promote the accuracy, integrity, security, and appropriate use of student, academic, and curriculum data across the University.

- Partner with Information Technology and campus stakeholders to implement technology enhancements, improve business processes, strengthen reporting and analytics capabilities, and support data-informed decision-making.
- Contribute to the development and execution of the University's strategic enrollment management plan and lead initiatives that support enrollment growth, student retention, persistence, and graduation outcomes.
- Collaborate with enrollment leaders and campus partners to analyze enrollment trends, assess institutional performance, identify opportunities for improvement, and advance University-wide priorities.
- Represent the Office of the University Registrar in strategic planning efforts, committees, task forces, and governance bodies across the institution.
- Provide leadership and guidance regarding academic policy, student records administration, FERPA, accreditation requirements, veterans education benefits, and other federal, state, and institutional regulations.
- Lead the interpretation, development, implementation, and communication of academic policies and procedures while serving as a trusted advisor to University leadership, faculty governance bodies, and campus stakeholders.
- Develop and manage the academic calendar in collaboration with University leadership to support institutional priorities and ensure effective communication of critical deadlines and academic processes.
- Represent the University of Florida in professional associations, conferences, regulatory forums, and other external engagements related to enrollment management, student records administration, compliance, and higher education administration.
- Cultivate relationships with peer institutions, professional organizations, and external stakeholders to advance strategic priorities, benchmark best practices, and support innovation and continuous improvement.



Opportunities and Expectations for Leadership

The Assistant Vice President and University Registrar will serve as a key leader within the Division of Enrollment Management and a trusted partner to colleagues across the University of Florida. As the institution continues to advance its strategic priorities, enhance the student experience, and strengthen operational effectiveness, the AVP will provide leadership for critical functions that support the academic enterprise and touch every stage of the student lifecycle.

UF is large, complex, decentralized, and distinctive in its culture. The University's commitment to generating "momentum that moves our world" is reflected in its ambitious goals, rapid pace of change, and culture of continuous improvement. Success will require a leader who takes the time to learn the institution, understand why some practices may be uniquely UF, and appreciate that this distinctiveness is also central to what makes UF successful.

In addition, the AVP will be expected to:

Lead Effectively Within a Complex and High-Performing Institution

As noted, the University of Florida is a large, high-performing, and highly complex institution where each college has its own culture, priorities, and operational needs. Leaders who succeed at UF invest the time to learn the University, understand its distinctive ways of working, and appreciate both the scale and individuality of its academic units. The AVP will need to develop trusted, individualized relationships across UF's colleges, recognizing that each requires tailored attention and that, in practice, every college can feel like its own organization. The AVP will work closely with assistant and associate deans, as well as other academic leaders, to advance their priorities.

Position the Registrar's Office as an Essential Partner

The work of the Registrar's Office touches virtually every aspect of the student experience and intersects with the priorities of academic and administrative units across the University. The AVP will serve as a visible and influential representative of the Division of Enrollment Management while reinforcing the Registrar's Office as an essential area within a network of essential partners. As admissions brings students to UF, the Registrar's Office plays a critical role in supporting them once they are enrolled, ensuring that policies, systems, class availability, data, and service models help students make progress and succeed. The AVP will help the division strategize around how best to serve students after they arrive, including providing course schedules and class times that support student needs and leveraging UF's own data to identify opportunities for support. Building strong relationships across Enrollment Management, Academic Affairs, Information Technology, Institutional Research, Student Life, OneStop Enrollment Services, and other campus constituencies will be important for success.

Lead Major Technology and Process Transformation Initiatives

The AVP will have the opportunity to lead significant technology and process transformation initiatives that will shape the future of registrar operations and the student experience. Most notably, UF is moving forward with Stellic as part of its student academic management work, while continuing to assess the timing and value of additional functionality, including Coursedog, which is currently under review. These efforts are substantial in scope and will require disciplined project leadership, careful change management, and close collaboration with academic units. The office is navigating an important period of evolution that will require a leader who can build organizational capacity, lead change at scale, and successfully translate ambitious goals into sustainable operational success.

Modernize Legacy Practices and Advance Coordinated Academic Operations

UF is moving from a historically decentralized model of academic operations toward a more coordinated, student-centered, and data-informed approach. The AVP will be an important partner in helping academic leaders

understand why change is necessary, how shared policies and practices can support institutional goals, and how the University can better manage academic scheduling, degree progress, waitlisting, classroom utilization, and related functions. Success will require political acumen, credibility with deans and academic leaders, and the ability to build buy-in for change while respecting the distinctive needs of UF's colleges. The next AVP must be able to uphold policy and compliance while remaining solution-oriented, helping stakeholders see not only what cannot be done but also how the University can move toward the right outcome.

Navigate a Fast-Paced and Dynamic Higher Education Environment

The University of Florida operates in a highly dynamic environment characterized by significant institutional momentum, evolving priorities, and frequent policy and legislative changes. The University is in a strong position and remains deeply focused on student success, enrolling highly accomplished students whose academic preparation and expectations require strong systems, clear pathways, and responsive service. UF continues to attract top students even amid broader enrollment pressures, with entering students bringing exceptional academic credentials, including significant college credit earned before arrival. This leader will need to lead with agility, resilience, and sound judgment while ensuring the office remains responsive to institutional needs and external requirements. Particularly important will be the ability to interpret and implement changes affecting higher education policy and practice, manage competing priorities, and help guide the University through complex regulatory and operational challenges while maintaining a focus on service, compliance, and institutional effectiveness. The AVP will also ensure continued excellence in regulatory compliance, academic policy administration, and stewardship of student records while adapting to evolving federal, state, and institutional requirements.

Advance a Student-Centered Vision for Registrar Services

Student success is a central priority for the University of Florida and is expected to remain a key focus for University leadership in the years ahead. The AVP will play a critical role in ensuring that registrar operations, policies, schedules, data, and technologies contribute to a seamless and supportive student experience. Working collaboratively with campus partners, the AVP will identify opportunities to streamline processes, reduce barriers, ensure students have access to the courses and class times they need, and use institutional data to support timely progress toward degree completion. The Registrar's Office is problem-solving oriented and deeply committed to customer service; the AVP will help sustain and strengthen that commitment while partnering with OneStop Enrollment Services and ensuring the office remains responsive to students.

Strengthen Institutional Data Governance and Data-Informed Decision Making

The AVP will serve as a key institutional leader in advancing data integrity, governance practices, reporting capabilities, and cross-campus use of student and academic data. Working closely with Information Technology, Institutional Research, and academic leaders, the AVP will help ensure University leaders have access to accurate, actionable information to support planning, compliance, student success initiatives, and strategic decision-making.

Foster a Culture of Collaboration, Accountability, and Trust

The Registrar's Office is composed of dedicated professionals who value strong relationships, teamwork, and a shared commitment to serving students and the University community. Building organizational capacity and sustaining a high-performing team will be priorities for the next AVP as the office advances its goals and initiatives. This leader will assess the current structure, identify opportunities to strengthen capacity and expertise, and build the team needed for the future, including developing emerging talent and bringing external perspective where appropriate. The AVP will continue to advance a culture that supports professional growth while setting clear expectations, supporting accountability, communicating openly, and maintaining transparency. Equally important will be the ability to collaborate effectively across the Division of Enrollment Management and the broader University community, recognizing the interconnected nature of registrar operations and their impact on institutional success.

Professional Qualifications and Personal Qualities

The University of Florida seeks a strategic, collaborative, and innovative leader who brings deep expertise in registrar operations, academic administration, enrollment management, student information systems, and institutional policy. The successful candidate will be an accomplished higher education leader with the ability to navigate complexity, build relationships across diverse stakeholder groups, and advance institutional priorities through sound judgment, thoughtful leadership, and operational excellence.

In addition, the ideal candidate will demonstrate many of the following qualifications and characteristics:

- An advanced degree and progressively responsible leadership experience in a University registrar's office, enrollment management division, academic affairs organization, or related higher education setting.
- Significant experience leading complex registrar functions, including academic records administration, registration services, curriculum management, scheduling, degree certification, transcript services, and related student services operations.
- Demonstrated success serving in a leadership role within a large, complex institution and contributing to institutional strategy, policy development, and organizational decision-making.
- Deep knowledge of strategic enrollment management principles and the important role registrar operations play in supporting enrollment growth, student retention, persistence, graduation, and student success initiatives.
- Experience providing strategic oversight of student information systems and related technologies, with the ability to evaluate business processes, implement system enhancements, and leverage technology to improve operational effectiveness and service delivery.
- Expertise in data governance, data quality management, reporting, analytics, and the appropriate stewardship of student and academic data to support institutional planning and informed decision-making.
- Comprehensive knowledge of federal and state regulations affecting higher education, including FERPA, accreditation requirements, veterans' educational benefits, and student records compliance.
- Demonstrated ability to lead organizational change, manage complex projects, improve business processes, and implement innovative solutions in a dynamic environment.
- Success collaborating with Academic Affairs, Information Technology, Institutional Research, Student Life, faculty governance bodies, and executive leadership to advance institutional priorities and improve the student experience.
- Strong financial and administrative management skills, including experience overseeing budgets, allocating resources, and ensuring effective stewardship of institutional assets.
- A demonstrated ability to recruit, develop, mentor, and retain talented staff while fostering a culture of accountability, collaboration, service excellence, and continuous improvement.
- Political acumen and relationship-building skills to work effectively with deans, faculty governance leaders, and academic administrators, earning trust and buy-in while advancing institution-wide policies and practices.
- A solutions-oriented approach to policy, compliance, and service, with the ability to help colleagues identify paths forward while maintaining appropriate standards, integrity, and institutional accountability.

- A leadership style that combines strength and humility, including the ability to communicate difficult messages with respect, listen carefully, learn from the institution, and build durable partnerships across academic and administrative units.
- Confidence and sound judgment in decision-making, including comfort making timely decisions in a fast-paced environment and helping the organization move forward without unnecessary escalation or delay.
- Exceptional communication and interpersonal skills, with the humility and emotional intelligence to build consensus, navigate differing perspectives, and advance change effectively.
- Sound judgment, personal integrity, and a commitment to confidentiality, regulatory compliance, and the responsible stewardship of institutional information and resources.
- A commitment to innovation, operational excellence, and enhancing the student experience through efficient, equitable, and student-centered policies, processes, and technologies.



About The University of Florida

Overview

The University of Florida is a comprehensive learning institution built on a land-grant foundation. The University is The Gator Nation, a diverse community dedicated to excellence in education and research and shaping a better future for Florida, the nation, and the world.

UF has come a long way in its journey to becoming a premier University that the nation and the world look to for leadership. From origins in Lake City, UF opened in Gainesville in 1906 with three buildings and 102 students. Today, the University is one of the most comprehensive in the country, with 61,000 students, 6,400 faculty, a \$1.076 billion research operation, and top-ranked academic and research programs across 16 colleges that together offer more than 300 undergraduate majors and graduate degrees.

Mission

Our mission is to enable our students to lead and influence the next generation and beyond for economic, cultural, and societal benefit.

The University welcomes the full exploration of its intellectual boundaries and supports its faculty and students in creating new knowledge and pursuing new ideas.

- Teaching is a fundamental purpose at both the undergraduate and graduate levels.
- Research and scholarship are integral to the educational process and to the expansion of our understanding of the natural world, the intellect, and the senses.
- Service reflects UF's obligation to share the benefits of its research and knowledge for the public good. The University serves the nation's and the state's critical needs by contributing to a well-qualified and broadly diverse citizenry, leadership, and workforce.

The University of Florida must create a broadly diverse environment that fosters multicultural skills and perspectives in its teaching and research, enabling its students to contribute and succeed in the 21st-century world.

These three interlocking elements — teaching, research and scholarship, and service — span all of the University's academic disciplines and represent UF's commitment to lead and serve the state of Florida, the nation, and the world by pursuing and disseminating new knowledge while building upon the experiences of the past. The University aspires to advance by strengthening the human condition and improving the quality of life.

Academics

The University of Florida includes 16 colleges, 100 undergraduate majors, and 200 graduate programs.

Agricultural and Life Sciences

With 22 undergraduate majors, more than 50 areas of specialization, and 22 graduate majors, the [College of Agricultural and Life Sciences](#) is dedicated to developing knowledge in agriculture, human and natural resources, and the life sciences, as well as enhancing and sustaining the quality of human life.

Arts

Fostering creative activity, scholarly artistic excellence, and innovation across disciplines, the [College of the Arts](#) is committed to developing critical thinking, inspiring a culture of curiosity and imagination, and opening windows to a wider world.

Business, Warrington College

Through creating influential research and educating tomorrow's business leaders, the [Warrington College of Business Administration](#) aims to build a better society through better business.

Dentistry

With an innovative educational program, the [College of Dentistry](#) is committed to cultural diversity, discovery, the transfer of scientific knowledge, and the highest degree of service, clinical excellence, and patient care.

Design, Construction, and Planning

The [College of Design, Construction and Planning](#) is one of the largest design, planning, and construction institutions in the country, with more than 1,500 students and five independent professional disciplines. Through initiatives like the construction of LEED-certified buildings and the plan to make UF carbon neutral by 2025, the college is making both a sustainable energy future for Florida and the world a better place.

Education

Collaborating to solve critical educational and human problems in a diverse global community, the [College of Education](#) prepares exemplary practitioners and scholars to generate, use, and spread knowledge about teaching, learning, and human development. This knowledge comes to life with real-world research at [P.K. Yonge Developmental Research School](#), where one can see education changing real lives.

Health and Human Performance

The [College of Health and Human Performance](#) is unlocking human potential through advancing research and enhancing quality of life. With a broader base and a fuller understanding of the human condition, UF is promoting health, preventing disease, and advancing understanding for a better world.



Journalism and Communications

The [College of Journalism and Communications](#) is dedicated to advancing the value, practice, and understanding of journalism and communications in a democratic society.

Law, Levin College

The [Levin College of Law](#) is dedicated to advancing human dignity, social welfare, and justice through knowledge of law.

Liberal Arts and Sciences

With more than 700 faculty members responsible for teaching the majority of the University's core curriculum, the [College of Liberal Arts and Sciences](#) continually expands knowledge and practice in the most fundamental areas of the arts, humanities, social sciences, and natural and mathematical sciences.

Engineering, Herbert Wertheim College

With nine departments, 15 degree programs, and more than 20 centers and institutes, the [Herbert Wertheim College of Engineering](#) is producing leaders and problem solvers who take a multidisciplinary approach to engineering. Through a human-centered approach to innovation and discovery, UF is working on the leading edge of technology to create the engineers the world needs most.

Medicine

Composed of first-rate medical facilities and well-trained physicians, the College of Medicine is training the next generation of physicians to serve the healthcare needs of the people, lead research that yields life-changing discoveries, and ensure a healthy future for Florida and the world.

Nursing

Through dynamic research and creative practice programs, the College of Nursing is preparing nurses to lead as clinicians, scientists, and educators. Through a program focused on collaboration, research, and quality care, UF is making a greater impact on people's lives.

Pharmacy

Consistently ranked among the top colleges and schools of pharmacy in the nation, the [College of Pharmacy](#) is leading in pharmacy research and service. With a focus on improving health through advancing research, UF is striving to create better medicine and a better world.



Public Health and Health Professions

With a new educational model that integrates public health problem-solving and individual patient care, the [College of Public Health and Health Professions](#) is committed to preserving, promoting, and improving the health and well-being of populations, communities, and individuals.

Veterinary Medicine

The [College of Veterinary Medicine](#) is advancing the health and welfare of animals and developing future leaders of the veterinary medical profession. Through a dynamic, collaborative research program, UF is working to create a better world for humankind and animal kind alike.

UF Online

No matter where students are, they can earn an undergraduate degree from the University of Florida. With an online bachelor's program ranked No. 4 in the nation by U.S. News & World Report, UF is a leader in online education, allowing students to experience life as a Gator and to graduate with the same prestigious degree as their on-campus peers. [UF Online](#) offers 24 majors across a variety of disciplines and dedicated academic advisors to help students design their own academic pathway.

Honors Program

At UF, [Honors](#) is a challenge aimed at students who want to make the most of their time. Recognizing the diversity of interests, UF offers a program that the student can tailor. Since honors students also live together and participate in a variety of service projects alongside their studies, it's no surprise that these Gators are changing the world before they even graduate.

Research

The Gator commitment extends beyond its more than 200 research, service, and education centers, bureaus, and institutes. UF has boots on the ground in [UF IFAS](#) extension offices across all 67 counties in Florida, keeping its fingers on the pulse of the Sunshine State's needs.

Athletics

The [Florida Gators](#) sports teams compete in the NCAA Division I Southeastern Conference, and are supported by mascots Albert and Alberta the Alligators. The Gator football team, which competes in Ben Hill Griffin Stadium — commonly called "The Swamp" — is particularly famous. The team became the namesake of popular sports drink Gatorade in 1965, after freshmen Gators participated in an experiment with the novel beverage. The annual Gator Growl, held each Homecoming weekend, has been called the largest student-run pep rally in the nation. All students can partake in Gator Nights, held every Friday, which offer free late-night entertainment and midnight snacks.

Leadership



Dr. Mary Parker, Vice President and Chief Enrollment Strategist

Mary Parker has been the Vice President and Chief Enrollment Strategist since August 2021.

Dr. Parker has over 33 years of higher education experience in enrollment management, where she has addressed financial aid optimization strategies, revenue-generation funding models, and domestic and international recruitment strategies to support and enhance access and student success.

Before joining the University of Florida, Dr. Parker served as the inaugural Vice President for Enrollment Management at Kent State University. Before Kent State, Dr. Parker was the Associate Vice President for Enrollment Management at the University of Utah.

Mary holds a Doctor of Education from the University of Pennsylvania. She holds a Master of Education with an emphasis in Student Affairs and a B.A. in History and Government from Southeastern Louisiana University in Hammond, Louisiana.



Gainesville, Florida

With its beautiful natural landscape, nearby freshwater springs, and wide-open prairies, Gainesville has been called an “urban forest” — a place “where nature and culture meet.”

But there’s more to the climate in Gainesville than the near-perfect weather and scenic environment. There is a climate of innovation and entrepreneurship that has led to the creation of numerous new businesses in recent years, making the city especially attractive to dual-career families. The University of Florida has many employees whose spouses have found jobs elsewhere in Gainesville.

Gainesville has been described as one of America’s best college towns and a hotspot for talented workers. *Money* magazine, *Frommer’s*, and *Forbes* are just a few of the magazines that have named Gainesville one of the top cities in the nation for livability.

Additional accolades for Gainesville include:

- Alachua County is home to five schools on *The Washington Post’s* 2017 High School Challenge Index, which lists the best high schools in the nation.
- Gainesville boasts a revitalized downtown whose culturally enriched environment rivals those found in much larger cities.
- Sports and recreation opportunities abound all year round.
- The average high temperature in February is 69° F.
- Orlando, Jacksonville, St. Augustine, and both Florida coasts are all less than a two-hour drive away.

For more information about Gainesville and the surrounding region, visit the [Guide to Greater Gainesville](#).



Procedure for Candidacy

WittKieffer is assisting the University of Florida in this search. Review of applications has begun and will continue until the position is filled. Application materials should be submitted using WittKieffer's [candidate portal](#).

All applications, nominations, and inquiries are invited. Applications should include, as two separate documents, a CV or resume and a letter of interest addressing the themes in this profile. Professional references are not requested at this time.

Nominations and inquiries can be directed to:

[Amy Crutchfield](#), [Ashlee Musser](#), and [Tyler Workman](#)

UF-Registrar@wittkieffer.com

The University of Florida is an Equal Opportunity Employer. The University is committed to non-discrimination with respect to race, creed, color, religion, age, disability, sex, sexual orientation, gender identity and expression, marital status, national origin, political opinions or affiliations, genetic information and veteran status in all aspects of employment including recruitment, hiring, promotions, transfers, discipline, terminations, wage and salary administration, benefits, and training.

The "government in the sunshine" laws of Florida require that all documents relating to the search process, including letters of application/nomination and reference, be available for public inspection upon request.