



## **Associate Vice President and University Registrar**

### **Leadership Profile**

Fall 2025



***WittKieffer***

## Executive Summary

Founded in 1876, the University of Oregon is the state's flagship public research institution and a proud member of the Association of American Universities (AAU), Big 10 Academic Alliance, and Big-10 Athletic Conference. With a student body of approximately 24,500 from all 50 states and over 100 countries, the university is internationally recognized for its academic excellence, student support services, and innovative programs. As outlined in the [Oregon Rising](#) strategic plan, the university is committed to championing student access and success, fostering research and creativity, and building a campus for the future. The Associate Vice President and University Registrar (AVP/University Registrar) plays a critical university-wide leadership role in advancing these institutional goals.

Utilizing several technological systems, this position ensures that the academic infrastructure— particularly student records, registration, and academic policy—is aligned with the university's mission to support timely graduation, reduce barriers to student progress, and uphold the integrity of the academic experience. The AVP/University Registrar collaborates with academic leadership, faculty, and administrative partners across all schools and colleges to ensure that systems and policies are responsive to the evolving needs of students and the institution.

The AVP/University Registrar reports to Derek Kindle, Vice President of Student Services & Enrollment Management (SSEM). The division contributes to strategic efforts that support the full student lifecycle—from prospective student engagement to graduation and beyond. The division includes the Office of the Registrar, Admissions, Financial Aid and Scholarships, University Housing, Student Orientation Programs, and Marketing and Communications, all working together to support student success. The AVP/University Registrar plays a key role in aligning registrar functions with these broader enrollment management and student services strategies, ensuring that academic operations are student-centered, data-informed, and equity-driven.

At the office level, the AVP/University Registrar provides leadership for the Office of the Registrar and the University Testing Center, overseeing approximately 35 staff and a combined budget of \$3.6 million. These units are responsible for maintaining the integrity of student records, managing registration and degree audit systems, and administering testing services that support academic and career goals. The AVP/University Registrar leads efforts to streamline academic processes, enhance the use of technology, and ensure compliance with institutional and regulatory standards.

This role is essential to building a student-centered academic environment that reflects the University of Oregon's values of excellence, equity, and innovation, and the AVP/University Registrar will be asked to develop and execute a vision for the Office of the Registrar to advance to goals of Oregon Rising; help grow transfer enrollment and enhance the transfer student experience; optimize technology and enrich data governance; foster collaborative relationships with campus stakeholders and partners within SSEM; and lead, develop, and support a talented and committed team.

The ideal candidate will possess deep knowledge of university academic policies and national enrollment and registrar issues to ensure compliance, consistency, innovation, and an ability to guide enrollment strategies that support access, equity, and student success across all academic levels. Skill in communicating complex strategies clearly, utilizing technology to create seamless enrollment processes for key stakeholders (especially students), building consensus, and fostering collaboration across stakeholders are assets for the role. A master's degree and 10 years' experience in student services or strategic enrollment management in higher education, including five years of registrar experience, are required.

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

## Role of the Associate Vice President and University Registrar

Reporting to the Vice President for Enrollment Management, the Associate Vice President (AVP) and University Registrar serves as a key strategic leader within the division, advancing the University of Oregon's mission as outlined in the Oregon Rising strategic plan. This role is instrumental in shaping and executing initiatives that support student access, retention, and success, while fostering operational excellence and innovation across the student lifecycle.

The AVP/University Registrar will lead initiatives to streamline technology, academic policies, and enhance degree audit and progress-to-degree tools, ensuring that registration, transfer credit, and academic record systems are optimized to support student momentum. A central focus of this role is to advance institutional efforts to improve timely graduation and reduce systemic barriers to student progress. By collaborating with academic units and student support services, the AVP will help identify and remove administrative and procedural obstacles that disproportionately affect underrepresented and first-generation students.

The AVP/University Registrar provides visionary leadership for the Office of the Registrar and the University Testing Center, overseeing a team of approximately 35 staff and a budget of \$3.6 million. (A link to a listing of Office of the Registrar team members can be found [here](#), and a listing of University Testing Center team members can be found [here](#).) This position is responsible for developing and directing fiscal and resource strategies that align with institutional priorities, ensuring that policies, processes, and technologies are student-centered, data-informed, and equity-driven.

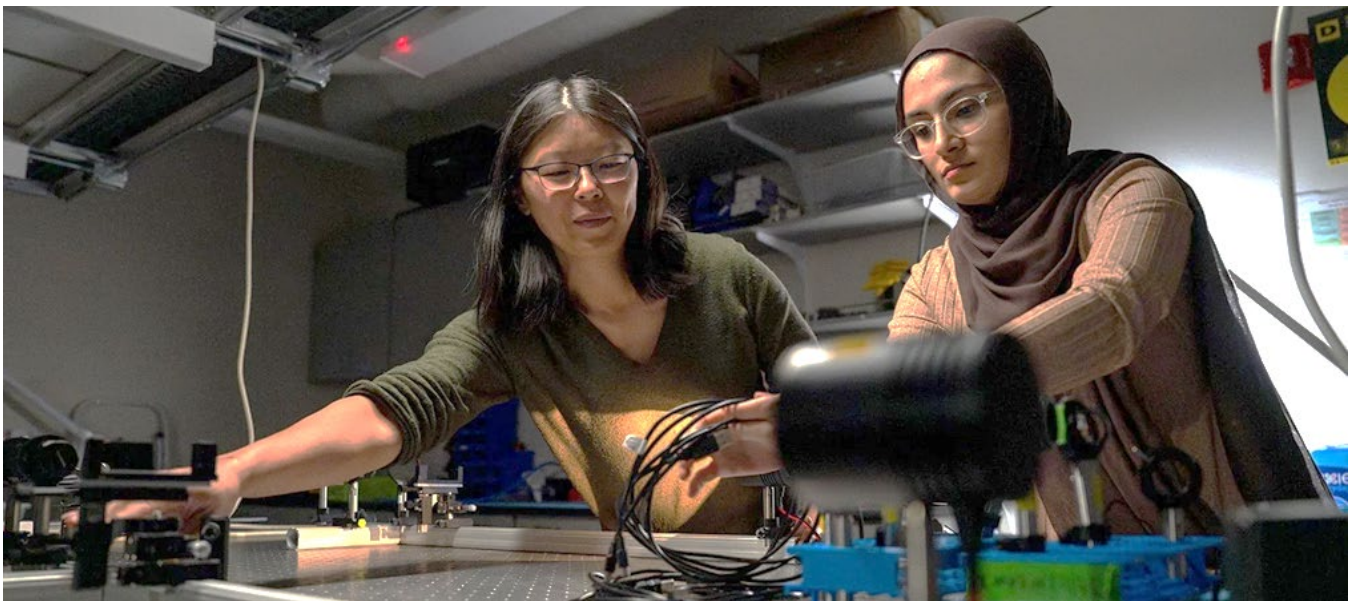
As a collaborative member of the [Student Services & Enrollment Management leadership team](#), the AVP/University Registrar partners with academic and administrative units to enhance the student experience from admission through graduation and beyond. The role requires a deep understanding of academic policy, student records, and compliance, as well as the ability to lead cross-functional initiatives that support institutional effectiveness and continuous improvement.

### Job Duties

Responsibilities of the AVP/University Registrar include but are not limited to:

- Provide leadership that advances the mission and strategic goals of the Office of the Registrar, the University Testing Center, and the Division of Enrollment Management, in alignment with the University of Oregon's Oregon Rising plan. Ensure that unit-level initiatives contribute to institutional priorities such as improving student access, retention, and timely graduation; enhancing operational effectiveness; and fostering a student-centered academic environment. Promote effective leveraging of technology that assists in collaboration, innovation, and continuous improvement to support the university's broader vision for student success and institutional excellence.
- Manage, lead and direct the fiscal and human resource planning functions for the Office of University Registrar and the University Testing Center, units within the Division of Student Services & Enrollment Management (SSEM). The division includes the Office of Admissions, the SSEM Central Office, Enrollment Management Events, Student Financial Aid and Scholarships, Student Orientation Programs, Marketing and Communications, and University Housing.
- Provide leadership to the Office of Registrar and the University Testing Center, including the development, direct planning, and administration of academic records, operational functions of the units, compliance with relevant policies, laws and regulations, and the delivery of UO academic policy related to scheduling, grading, transcribing, and all components of the academic record.

- Provide leadership and strategic direction for institutional and divisional research efforts that support the Oregon Rising goals of student access, persistence, and timely graduation.
- Collaborate with institutional and divisional research teams to guide the development and application of statistical models and analyses that inform university-wide and divisional planning and decision-making related to student records and student success. Oversee the student information system, data warehouse, and related technologies to ensure the availability of accurate, actionable data that supports academic operations and reduces barriers to student achievement.
- Advise, collaborate, and consult with the Vice President for Student Services & Enrollment Management and university colleagues to establish directives, plans, and strategic goals that support the recruitment, admission, retention, and graduation of a diverse and high-achieving student body at the undergraduate, graduate, and professional levels. Ensure that enrollment strategies are aligned with the Oregon Rising strategic plan, advancing institutional priorities that focus on student access, equity, academic excellence, and long-term student success.
- Develop and direct planning strategies which include the operations and administration of faculty, Essential policy, academic policy, and processes and procedures which support the University of Oregon.
- Responsible for creating, drafting, editing and publishing written documents related to academic records, policy, programs and assessments of the aforementioned programs, while also providing input and consultation on SSEM public documents.
- Represent the SSEM division in campus, state, and national discussions. Represent the University, division, and the Vice President as needed.



## Opportunities and Expectations for Leadership

The University of Oregon is at a point of remarkable opportunity. The launch of [Oregon Rising](#), UO's strategic plan, has galvanized the community to meet this moment and chart a shared vision for the university for decades to come. The plan's goals include:

- 1) Enhancing pathways to timely graduation
- 2) Becoming a leader in career preparation
- 3) Creating a flourishing community
- 4) Accelerating the University of Oregon's impact on the world

The Division of Student Services & Enrollment Management will play a key role in the fulfillment of Oregon Rising's aspirations, and under the direction of new Vice President Derek Kindle, the division is poised to make tremendous contributions to strengthen the student experience.

Within this context, the Associate Vice President/University Registrar will be expected to address the following strategic initiatives:

- **Develop and execute a vision for the Office of the Registrar to advance to goals of Oregon Rising**

The AVP/University Registrar has an opportunity to bring a fresh eye to this area, building upon the department's great reputation for collaboration, student centeredness, and effectiveness. UO seeks a registrar who will envision, build, and execute a strategic, systematic, and coordinated registrar function that supports the ever-evolving needs of SSEM, the academic units, as well as the greater university community.

Enhancing pathways to timely graduation and degree completion is a core pillar of the strategic plan. UO seeks to achieve 70% four-year and 85% six-year graduation rates by 2032 and eliminate four-and six-year graduation rate equity gaps. The AVP/University Registrar will be an important leader in the identification of institutional barriers to on-time graduation. As a forward-thinking, solutions-oriented leader in the field, the AVP/University Registrar will share best practices to assist UO in its efforts to further enhance student success and degree completion.

- **Help grow and enhance the experience of transfer students**

The [Transfer Council](#) was created in 2021, and comprised of representatives from Oregon public universities, community colleges, secondary education institutions, and organizations. The co-chair of the Transfer Council is UO Provost & Senior Vice President of Academic Affairs Christopher Long. The Transfer Council focuses on improving transfer and articulation students and was charged with developing recommendations related to transfer agreements, common course numbering, and other transfer and credit-related concerns. Significant work



has already been done, including the implementation of common course numbering, and the AVP/University Registrar will continue to facilitate efficient transfer pathways and processes to position UO as a more transfer-friendly institution and enhance the transfer student experience.

- **Optimize technology and enrich data governance**

The Registrar will support an operation that is modern, flexible, dynamic, nimble, and constantly assessed and adjusted to meet current and future needs. The AVP/University Registrar will be a thought partner to campus stakeholders as UO engages in digital transformation and matures in its data governance. Additionally, the AVP/University must be an effective advocate for the needs of the Office of the Registrar, University Testing Center, and SSEM in those discussions.

As the university analyzes the future of its enterprise system – Ellucian Banner – the AVP/Registrar will assess those findings and the impact on the Office of the Registrar. The AVP/Registrar must have the technical knowledge to understand business processes and the nuances of the system and be able to communicate the needs of the office to enable colleagues across campus to comprehend how registrar operations will be impacted by any changes. Additionally, with an eye for process and systems improvements, the AVP/Registrar will identify ways to enhance business practices and ensure that the office leverages existing and emerging technologies for added efficiency and effectiveness in the service of students and campus partners.

The AVP/University Registrar plays a critical role in data governance, not only for SSEM, but across the campus. The AVP/University Registrar must embrace this responsibility and be an active contributor and voice of influence in university-wide discussions, bringing wisdom and insight and employing best practices to the assessment of current policies, development of new policies, and utilization of tools that reflect the university's long-term objectives for data governance.

- **Foster collaborative relationships with campus stakeholders and partners**

The work of the Office of the Registrar touches everyone at UO. The AVP/University Registrar will be a convenor and valued thought partner who is responsive to the needs of UO leaders as they navigate the evolving higher education landscape and support institutional progress toward goals. Additionally, the AVP/University Registrar will be a pragmatic and strategic leader who communicates with clarity about what can be executed and the resources required.

Building trust and enhancing relationships with campus partners is essential for success. The AVP/University Registrar will enhance feedback loops and facilitate ongoing discussions with deans, associate deans, faculty, and Academic Affairs to support decision-making and enhance the student experience. Partners in Finance, Athletics, and Information Services are equally important. The AVP/University Registrar will ensure that the use of student record information complies with university policies and laws pertaining to the proper creation, maintenance, and timely destruction of such information.

The AVP/University Registrar will continue to serve as a liaison between the various units within the Division of Student Services & Enrollment Management. The AVP/University Registrar will be proactive and transparent when discussing the implications of student information data, asking good questions, and driving the conversation deeper to grapple with issues and explore opportunities through candid and robust dialogue. The AVP/University Registrar will bring a particular knack for simplifying complex processes to help the SSEM leadership understand challenges and effectively communicate processes to students.

- **Lead, develop, and support a talented and committed team**

Team members are smart, hard-working, and care deeply about doing things right. A significant number of staff and student workers are classified (unionized) employees. About half the team work remotely and half are in-person.

The AVP/University Registrar will be an accomplished manager who provides clear direction, vision, and advocacy for the work of the office; fosters the engagement of staff; and ensures a positive organizational culture. The AVP/University Registrar will enhance the office's connection to enrollment management efforts, and be able to communicate with frequency, transparency, and candor regarding the aspirations of the university and help staff members understand how their work contributes to those goals. Equally important will be the ability to balance competing priorities and assist the staff in managing workflow.

The AVP/University Registrar will demonstrate a commitment to professional development, an openness to ideas, and a spirit of collaboration and innovation. The AVP/University Registrar will assess office infrastructure to ensure that the needs of an evolving student population – particularly those from underrepresented and underserved communities – are met, while also attending to support for office operations and personnel. These efforts will help retain staff and contribute to a sense of community and connection.



## Professional Qualifications and Personal Qualities

The AVP/University Registrar is a strategic thinker and creative problem solver who embraces innovation and leads with integrity. This individual will represent the division in university-wide initiatives, contribute to national and state-level conversations in the registrar profession, and play a critical role in building a campus for the future—one that is inclusive, responsive, and transformative.

In addition, the ideal candidate will demonstrate most of the following personal qualities and professional qualifications:

### Minimum Qualifications

- Master's degree required.
- 10 years' experience in student services or strategic enrollment management in higher education, including 5 years of registrar experience.

### Preferred Qualifications

- Doctorate degree, particularly in higher education administration and policy.
- 10 years of registrar experience at a large public research institution.
- 5 years as the Registrar at a large public research institution.
- 5 years in a leadership position of a student services and enrollment management functional area with an emphasis on a broad scope of administrative experience.

### Professional Competencies

- **Strategic Enrollment Leadership:** Guides enrollment strategies that support access, equity, and student success across all academic levels.
- **Collaborative Institutional Planning:** Partners with university leadership to align divisional and institutional goals with the Oregon Rising vision.
- **Academic and Administrative Expertise:** Applies deep knowledge of university administration, academic policies, and national registrar issues to ensure compliance, consistency, and innovation.
- **Resource Strategy and Stewardship:** Leads planning and allocation of resources to support both ongoing operations and emerging initiatives.
- **Data-Informed Decision Support:** Collaborates with research teams to guide analysis that informs planning, policy, and student success strategies.
- **Operational Agility:** Balances continuity with innovation, resolving resource challenges and adapting services to evolving needs.

- **Benchmarking and Innovation:** Uses assessment and peer comparisons to drive improvement and maintain a competitive edge.
- **Student-Centered Systems Oversight:** Ensures student systems and technologies are accurate, accessible, and aligned with institutional goals.
- **Effective Communication and Influence:** Communicates complex strategies clearly, builds consensus,
- Fosters collaboration across stakeholders.

## About University of Oregon

### Overview

Founded in 1876, the University of Oregon is the flagship institution of the state. It brings together 24,500 undergraduate and graduate students from all 50 states and 95 countries and offers 275 undergraduate and graduate academic programs through its nine academic units:

- [The College of Arts and Sciences](#)
- [The Charles H. Lundquist College of Business](#)
- [The College of Design](#)
- [The College of Education](#)
- [The Robert D. Clark Honors College](#)
- [The School of Journalism and Communication](#)
- [The School of Law](#)
- [The School of Music and Dance](#)
- [The Division of Graduate Studies](#)



Undergraduate enrollment in Fall 2024 totaled 20,626 students. Of the 5,113 students in the first-year class, 41% are ethnic and racial minorities, 24% are first-generation college students, and 27% are eligible for Pell Grants. Graduate enrollment as of Fall 2024 totaled 3,836 in a variety of doctoral and professional degree programs. Across all student groups, 35% are students of color, and three percent are international students, while 56% are female, and 43% are male.

UO is a Carnegie R1 research university, a member of the Association of American Universities, and currently employs 1,995 teaching and research faculty. The faculty includes a Nobel Prize Winner, a MacArthur Fellow, two National Medal of Science recipients, two American Cancer Society Fellows, three Pulitzer Prize Winners, nine National Academy of Science Members, and 41 Guggenheim Fellows. In Fiscal Year 2022, UO received \$221.4 million in grants, contracts, and competitive awards, including \$21.4 million from the federal CARES Act. The university also employs 3,601 staff.

## Mission

Serving the state, nation, and world since 1876.

The University of Oregon is a comprehensive public research university committed to exceptional teaching, discovery, and service. We work at a human scale to generate big ideas. As a community of scholars, we help individuals question critically, think logically, reason effectively, communicate clearly, act creatively, and live ethically.

## Values

- We value the passions, aspirations, individuality, and success of the students, faculty, and staff who work and learn here.
- We value academic freedom, creative expression, and intellectual discourse.
- We value our diversity and seek to foster equity and inclusion in a welcoming, safe, and respectful community.
- We value the unique geography, history, and culture of Oregon that shapes our identity and spirit.
- We value our shared charge to steward resources sustainably and responsibly.

## Vision

We aspire to be a preeminent and innovative public research university encompassing the humanities and arts, the natural and social sciences, and the professions. We seek to enrich the human condition through collaboration, teaching, mentoring, scholarship, experiential learning, creative inquiry, scientific discovery, outreach, and public service.

## Division of Student Services & Enrollment Management

The [Division of Student Services & Enrollment Management](#) advances the University of Oregon's tradition of excellence by recruiting, enrolling, retaining, and graduating high-achieving scholars from Oregon, across the country, and around the world. We work to support prospective students, current students, and their families through each phase of the enrollment process: the college search, admission, orientation, registration, financial aid, matriculation, and onward to graduation.

Enrollment Management at UO has a history of innovation and a recent history of breaking records. In the last four years, we have enrolled the largest classes in the history of the university. We have enrolled the most Oregonians to date, as well as the most diverse classes in our history. For fall 2024, the first-year enrollment was 5,113 with an average GPA of 3.73 and 41% of the class identified as domestic minority students. Among the Oregonian students, 1 in 4 are PathwayOregon recipients, a program that covers the cost of tuition and fees for Pell-eligible students.

The division does impressive work in housing, transforming the east side of campus with three new residence halls and a new dining facility. Within that space is also a new state-of-the-art Welcome Center. Within financial aid and scholarships, we created an award-winning Financial Wellness Center and have greatly expanded scholarship opportunities.

Enrollment Management at UO is comprised of approximately 1,200 employees within the offices of Admissions, Financial Aid and Scholarships, Registrar, Communications and Marketing, University Housing and Dining, Student Orientation Programs, and a central office that includes Budget Management and Research and Assessment.

## Leadership

### Derek Kindle, Vice President for Student Services and Enrollment Management



Derek R. Kindle is the vice president for Student Services and Enrollment Management at the University of Oregon, where he leads a multifaceted team of nearly 1,200 team members across a division that includes Admissions, Financial Aid and Scholarships, the Registrar, University Housing and Dining, Student Orientation Programs, Marketing and Communications, and Research and Assessment. In this role, Derek is responsible for shaping and executing the university's strategic enrollment vision, with a focus on access, student success, and institutional excellence.

With 25 years of experience in higher education, Derek brings a proven track record of innovation, collaboration, and results. Prior to joining the UO, he served as Vice Provost for Enrollment Management at the University of Wisconsin–Madison. There, he led efforts that resulted in the university's largest, most diverse, and academically competitive incoming classes. He co-launched the nationally recognized Student Success Through Applied Research (SSTAR) Lab and raised nearly \$95 million to support need-based financial aid and strategic enrollment initiatives.

Derek's leadership is defined by his commitment to increasing access, leveraging talent and data for decision-making, and fostering cross-campus collaboration. He has designed and implemented programs that have expanded scholarship opportunities, streamlined student services, and improved outcomes across the student lifecycle. His work has been recognized for aligning enrollment practices with institutional mission and values, while fostering a culture of innovation and inclusion.

He currently serves or has recently served on several national boards and advisory groups, including The College Board, the Higher Education Loan Coalition, the National Association of Student Financial Aid Administrators (NASFAA), and the American Talent Initiative. He also co-led the National Association of College Admissions Counselors (NACAC) CHIEFS program for new and continuing enrollment leaders and serves as faculty member for the Enrollment Management Certificate Program at the University of Southern California's Rossier School of Education.

Derek earned both his bachelor of arts in legal communications (summa cum laude) and master of arts in organizational communication from Howard University. He is widely respected for his ability to lead with intention and authenticity, and for his dedication to transforming higher education to better serve all students.



## Eugene, Oregon

The University of Oregon's home campus is located in Eugene, Oregon. Situated in the southern end of the Willamette Valley, the campus is an hour from the Oregon coast, an hour from the Cascade Mountains, and two hours from Portland. Lovingly referred to as "Tracktown, USA," Eugene is known for its active community of runners, arts and culture scene, and burgeoning "foody" venues with locally grown food and beverages. It is ranked one of the top biking cities in the United States.

To learn more about Eugene, see: [Eugene, Oregon](#).

## Land Acknowledgement

The University of Oregon is located on Kalapuya Ilihi, the traditional indigenous homeland of the Kalapuya people. Following treaties between 1851 and 1855, Kalapuya people were dispossessed of their indigenous homeland by the United States government and forcibly removed to the Coast Reservation in Western Oregon. Today, descendants are citizens of the Confederated Tribes of Grand Ronde Community of Oregon and the Confederated Tribes of Siletz Indians of Oregon, and continue to make important contributions in their communities, at UO, and across the land we now refer to as Oregon.

## 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 University of Oregon in this search. The review of candidate materials has begun and will continue until an appointment has been made. For fullest consideration, candidate materials should be received by December 1, 2025.

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

Nominations and inquiries can be directed to:

Shelley Arakawa, J.D. and Natalie Song

[UOregonRegistrar@wittkieffer.com](mailto:UOregonRegistrar@wittkieffer.com)

*The University of Oregon is an equal opportunity, affirmative action institution committed to cultural diversity and compliance with the ADA. The University encourages all qualified individuals to apply, and does not discriminate on the basis of any protected status, including veteran and disability status. The University is committed to providing reasonable accommodations to applicants and employees with disabilities. To request an accommodation in connection with the application process, please contact us at [uocareers@uoregon.edu](mailto:uocareers@uoregon.edu) or 541-346-5112.*

