

Stanford University

Associate Vice Provost for Student and Academic Services, and University
Registrar
Stanford University
Stanford, California

Stanford University, a world-class research institution known for its deep tradition of innovation, seeks a systems-thinker to serve as their next Associate Vice Provost for Student and Academic Services and University Registrar (AVP/Registrar). Reporting to the Vice Provost for Student Affairs, the AVP/Registrar will provide strategic leadership for a broad and essential portfolio that supports academic excellence and a transformational Stanford student experience. This is an opportunity to lead change and evolution in a role that sits at the intersection of student success, academic administration, institutional strategy, compliance, and enterprise technology at one of the most influential universities in the world.

This is a distinctive opportunity to lead at a time of institutional momentum. Under the leadership of a President, Provost and Vice Provost for Student Affairs who were appointed in the last few years, Stanford is advancing efficiency efforts to strengthen the systems, structures, and processes that support students, faculty, and staff across the University. The next AVP/Registrar will have a unique opportunity to help shape the future of Student and Academic Services at Stanford in a context in which innovation is highly encouraged.

Student and Academic Services (SAS) supports many of the systems, services, policies, and processes that enable students to explore, enroll, progress, and graduate. The portfolio includes the Registrar's Office, Student Information Systems, Student Financial Services, Student Services Center, Graduate Admissions, Mind over Money, and User Experience and Design Strategy. Working closely with faculty, academic leaders, students, staff, and technology partners across Stanford, the next AVP/Registrar will advance a vision that is responsive, coordinated, student and faculty-centered, and grounded in operational and academic excellence.

The role offers an exceptional opportunity to innovate while building on a strong foundation. The next AVP/Registrar will lead a talented team, guide the next phase in the ongoing evolution of enterprise systems and student-facing services, serve as a strategic partner in university-wide decision-making, and strengthen collaborations across Stanford's distinctive schools and administrative units. This leader will also serve as a key strategic collaborator on academic committees and university-wide initiatives.

As SAS enters its next chapter, the AVP/Registrar will have the opportunity to address the following opportunities and challenges, outlined in greater detail later in this document:

- Provide strategic leadership to optimize university-wide collaborations, policies, systems, and efficiencies;
- Advance reliable, integrated, and forward-looking student and academic systems;
- Build relationships, foster alignment, and communicate with transparency; and
- Lead and empower a high performing team.

The full list of desired qualifications and characteristics of the AVP/Registrar, described below, was prepared by the Vice Provost for Student Affairs with the assistance of Isaacson, Miller, a national executive search firm. Inquiries, nominations, and applications should be directed to the search firm team listed at the conclusion of this document.

ABOUT STANFORD UNIVERSITY

Founded in 1885, [Stanford University](#) is one of the world's premier institutions of higher education. From the beginning, Stanford stood apart from the broader higher education landscape: coeducational in a time when most private universities were all-male; nondenominational when most were associated with a religious organization; and practical, producing cultured and useful citizens. The institution has been defined by its willingness to experiment beyond known limits and has thus achieved some of the most iconic advancements in technology, medicine, business, the arts, humanities, and the social sciences in the 20th and 21st centuries. With its close ties to Silicon Valley, the future is arguably invented at Stanford. This ethos continues to inspire faculty, staff, students, university leadership, and Stanford's talented and accomplished alumni. Stanford remains committed to providing rigorous research and scholarship, along with broad world-class education, and to cultivating the next generation of national and global leaders.

As of Fall 2025, Stanford enrolls over 17,300 students who come from all 50 states and 70 countries – representing a diverse, global, and dynamic student community – as well as over 2,400 faculty who are leaders in their fields. The University's core academic mission is anchored by its [seven schools](#): the Graduate School of Business, Stanford Doerr School of Sustainability, Graduate School of Education, School of Engineering, School of Humanities and Sciences, Stanford Law School, and the School of Medicine. Stanford is home to 15 independent labs, institutes, and centers, and includes the SLAC National Accelerator Laboratory.

Stanford is engaged in significant efforts to modernize the technology ecosystem that supports students, faculty, and staff. The University continues to advance initiatives focused on improving the end-to-end student experience, strengthening data integration, and enhancing the systems that underpin enrollment, academic records, student services, and administrative operations.

Stanford University Student Affairs

[Stanford University Student Affairs](#) supports student life in service of the University's educational mission. Led by the Vice Provost for Student Affairs, the division partners across the University to help all Stanford students thrive academically, personally, and professionally. Student Affairs oversees a broad portfolio of programs and services that shape the student experience, including residential life, student well-being and case management, inclusion and community-building initiatives, health services, student support programs, and academic services. Through these efforts, the division advances Stanford's commitment to fostering student growth, belonging, and success both inside and outside the classroom.

Vice Provost for Student Affairs

[Michele Rasmussen](#) became Stanford University's Vice Provost for Student Affairs in September 2024. As Vice Provost and a member of the University Cabinet, she leads the division's efforts to support student well-being, development, and engagement across the University. She oversees a diverse portfolio that includes the [Dean of Students, Inclusion, Community & Integrative Learning](#), [Learning Technologies & Spaces](#), [Student & Academic Services](#), and [Vaden Health Services](#).

Prior to joining Stanford, Rasmussen served as the Dean of Students in the University at the University of Chicago, Dean of the Undergraduate College at Bryn Mawr College, and as an Academic Dean for Duke University's Trinity College of Arts & Sciences, where she directed the Academic Advising Center. Rasmussen holds a bachelor's degree in history and art history from the University of California, Los Angeles, and a PhD in biological anthropology and anatomy from Duke University.

STUDENT & ACADEMIC SERVICES (SAS)

SAS plays a vital role in advancing Stanford's mission by providing the systems, services, policies, and operational infrastructure that support the University's academic enterprise. Serving undergraduate, graduate, and professional students as well as postdoctoral scholars across Stanford's seven schools, SAS sits at the intersection of academic administration, student services, technology, and institutional operations.

SAS oversees many of the core functions that shape the student academic experience by partnering closely with faculty, academic departments, school-based registrars, and university leaders to ensure the integrity, accessibility, and effectiveness of Stanford's academic ecosystem. Guided by a commitment to student success, access, and operational excellence, SAS strives to reduce administrative barriers and create more seamless experiences for students, faculty, and staff, enhancing how the Stanford community engages with teaching, learning, and academic life. This unit is responsible for managing and assigning classes in over 180 classrooms, processing 21,000 applications annually for 70+ graduate programs and collecting information on approximately 5,000 events that occur on campus each year.

Student and Academic Services units and initiatives include

- **Registrar's Office** – The steward of Stanford's academic records, enrollment operations, and academic policies, as well as the central classroom scheduling unit of the University.
- **Student Information Systems** – Maintains and enhances the technology ecosystem that supports students and administrators, including Axess, operational solutions, and system integrations.
- **Student Financial Services** – Stanford's central resource for tuition assessment, billing, payment processing, refunds, collections, and related financial operations that support student success and institutional stewardship.
- **Student Services Center** – Stanford's primary one-stop resource for students and families seeking assistance with enrollment, billing, academic records, degree certifications, and related services.
- **Graduate Admissions** – Stanford's central resource for graduate admissions operations, supporting application, review, matriculation, and verification processes across all Stanford graduate programs.
- **Mind over Money** – Stanford's financial wellness initiative, equipping students with the knowledge, tools, and support to build healthy financial habits during and beyond their time at Stanford.
- **User Experience and Design Strategy** – Stanford's resource for improving interactions, connections, and experiences across the campus community, ensuring students, faculty, and staff have the information and tools they need to succeed.

More information about SAS can be found here:

<https://studentaffairs.stanford.edu/what-we-do/student-academic-services>

ROLE OF THE ASSOCIATE VICE PROVOST FOR STUDENT AND ACADEMIC SERVICES, AND UNIVERSITY REGISTRAR

The AVP/Registrar serves as the senior leader of SAS, providing strategic direction and operational leadership for a portfolio that spans academic records, enrollment and registration, degree progress, graduation, transfer articulation, publications and communications, athletic certification, graduate admissions, student financial services, student information systems, course and classroom scheduling, the student services center, veterans' benefits, compliance, and academic policy implementation. Their unit supports all students, including undergraduate, graduate, international, visiting, exchange, and ROTC students.

As the University's chief steward of student academic records and a key partner in delivering Stanford's educational mission, the AVP/Registrar creates, safeguards, and preserves academic records; ensures

adherence to policy and regulatory requirements; provides support for curricular infrastructure systems and program development; collects and analyzes critical data; and promotes data-informed strategic planning, decision making, and technology-based solutions. The AVP/Registrar oversees the systems, services, and policies that support students from admission through graduation, and beyond.

Working collaboratively with faculty, academic leaders, students, staff, and technology partners, this leader ensures the integrity of Stanford's academic enterprise while advancing a vision for service, innovation, operational excellence, and student success. The AVP/Registrar serves as a trusted colleague to faculty, academic and administrative leaders, and academic committees, helping to interpret, implement, and operationalize academic policies that shape the student experience and advance Stanford's educational priorities. The role sits at the nexus of academic affairs, faculty governance, student services, and institutional operations, ensuring that the systems and processes that support teaching and learning are responsive, effective, and aligned with Stanford's mission.

The AVP/Registrar plays a key role in the development, implementation, and review of academic policy for the University. As an ex officio member of the Committee on Graduate Studies, the Committee on Undergraduate Standards and Policy, and the Committee on the Review of Undergraduate Majors, the AVP/Registrar contributes to identifying academic policy issues that need Senate Committee attention, provides background materials for committee discussion, participates in the discussions, and implements many of the decisions made by the committees. The AVP/Registrar also serves on a variety of Senate subcommittees including University Honors and Awards, Exceptions to Academic Policy, and others as determined by the parent committees. The AVP/Registrar also serves as a member of the Academic Council.

The AVP/Registrar oversees the cross-campus agreements with the Reserve Officer Training Corps (ROTC) programs at the University of California-Berkeley, San Jose State University, and Santa Clara University. The Registrar also serves on a variety of University committees including, but not limited to, the Breadth Governance Board, Academic Progress Review Board, Committee on Athletics, Physical Education, and Recreation, the Institutional Compliance Committee, the CIO Council, the Administrative Data Governance Council, and the Bookstore Advisory Committee.

Direct reports to the AVP/Registrar include the Student Financial Services Director and University Bursar, Director of Compliance, Graduate Admissions, and Student Services; Director of User Experience & Design Strategy; Assistant Director of Finance; Director, Student Information Systems; Deputy University Registrar; and Executive Assistant. The AVP/Registrar will manage a staff of 59 and a budget of \$11M.

KEY OPPORTUNITIES AND CHALLENGES FOR THE AVP/REGISTRAR

The AVP/Registrar serves as a trusted advisor and collaborator across the University, helping to shape academic policy, guide technology modernization efforts, steward student data, and strengthen the systems and processes that support Stanford's world-class academic and student experience. In doing so, they will address the following challenges and opportunities:

Provide strategic leadership to optimize university-wide collaborations, policies, systems, and efficiencies

The next AVP/Registrar will lead a broad and complex portfolio that extends to nearly every part of the Stanford student experience from pre-matriculation through graduation and beyond, and that ultimately impacts the entire university community. For SAS to continue to provide a high level of service and optimize the many systems that interface with all university constituents, the AVP/Registrar will be expected to bring a systems-thinking approach and a collaborative mindset. They will need to ensure the continuous improvement of policies, processes, and systems for all university-wide constituents. Working collaboratively across units and academic disciplines, the AVP/Registrar will be highly visible and accessible to facilitate longer-term planning, ongoing policy development, process redesigns, advise on curricular needs, and make data-informed decisions. The AVP/Registrar will balance day-to-day operational excellence with long-term strategic planning, ensuring that SAS continues to evolve in ways that best serve the needs of students, faculty, schools, and the University as a whole.

Operating in Stanford's decentralized environment, the AVP/Registrar will be an astute listener and skilled relationship builder, fostering trust, credibility, and collaboration across schools, departments, committees, and administrative units. This leader will balance consistency with flexibility, bringing coherence and simplification to essential policies, processes, and services while understanding the distinct needs and traditions of Stanford's schools and academic programs.

Advance reliable, integrated, and forward-looking student and academic systems

The AVP/Registrar will play a critical role in guiding the evolution of Stanford's student and academic systems, and overall technology ecosystem, ensuring that the services, platforms, and processes supporting enrollment, academic administration, student services, and institutional operations are reliable, transparent, well-integrated, and responsive to user needs.

Working closely with University IT, the University CIO, school-based partners, faculty governance bodies, and internal technical experts, the AVP/Registrar will provide strategic leadership for a complex systems environment, help implement the current technology roadmap, and shape future technology investments and modernization efforts. While not expected to be a technologist, the AVP/Registrar will bring a strong understanding of how systems, processes, and people intersect to deliver effective services and institutional outcomes.

The AVP/Registrar will advance institution-wide technology priorities while ensuring greater alignment around the distinct priorities and needs of Stanford's various schools and academic programs. This includes ensuring integrated systems that can support all disciplines with classroom assignments, course scheduling, real-time enrollment numbers, and provide for faculty and discipline needs. The AVP/Registrar will also work with enrollment management to ensure a more proactive and effective graduate admissions process.

Build relationships, foster alignment, and communicate with transparency

The next AVP/Registrar will be a visible, diplomatic, and trusted leader who builds alignment around shared goals, policies, and priorities across a decentralized, nuanced, and complex academic environment. Through active listening, thoughtful consultation, and clear communication, this leader will cultivate strong partnerships and create a shared understanding of how decisions support Stanford's academic mission and institutional objectives. It will be important to understand Stanford's culture to effectively determine when to consult on decisions versus when it is appropriate to have discretion in decision making.

With intellectual curiosity, sound judgment, and a collaborative approach, the AVP/Registrar will engage effectively with faculty, governance bodies, school-based registrars, academic leaders, student affairs colleagues, compliance partners, and administrative units across the University. This leader will navigate competing perspectives while maintaining trust and advancing progress. It will be important that the AVP/Registrar communicate regularly and with a high level of transparency on the progress of ongoing system improvements.

Operating within Stanford's decentralized and faculty-driven culture, the AVP/Registrar will ensure the appropriate systems, data, policies, and processes are in place to strengthen key collaborations with schools, committees, and administrative functions, fostering greater alignment around continuity and consistency when possible while respecting the unique needs and expertise of individual academic units. This leader will serve as a strategic partner and advisor to ensure that policies and processes uphold institutional reputation and requirements while supporting students, faculty, and staff with empathy and care.

Lead and empower a high performing team

The AVP/Registrar will lead a talented and diverse team responsible for many of the systems, services, and operations that support Stanford's ecosystem. The team is eager for a leader who can contribute to their trajectory of innovation and systems evolution while also building the critical partnerships on campus for their success. The team also will be looking to the AVP/Registrar to bring SAS units together across functional areas to strengthen coordination and communication, and ensure resources are deployed effectively to advance institutional priorities and deliver exceptional service.

As a visible and supportive leader, the AVP/Registrar will champion professional development, recognize and celebrate contributions, and create an environment where staff feel valued, empowered, and connected to the broader community and mission of the University. The AVP/Registrar will leverage and elevate the deep expertise that exists across SAS, creating opportunities for staff to contribute in new spaces and flourish as leaders.

The AVP/Registrar will be expected to foster a culture of trust, collaboration, accountability, and continuous improvement while aligning diverse units around shared goals and a common vision for service excellence. By strengthening collaboration across units and fostering greater alignment around key

priorities, the AVP/Registrar will also be able to manage expectations of the broader university community around ongoing deliverables while creating a more seamless experience for students, faculty, and staff.

QUALIFICATIONS AND CHARACTERISTICS

The following qualifications and characteristics represent a broad set of skills and attributes deemed important for success as the AVP/Registrar. While no candidate will embody every quality, the successful candidate will bring many of the following professional and personal assets:

- A Bachelor's degree is required; an advanced degree is preferred;
- Significant leadership and management experience, including responsibility for institutional functions and services similar to units in the AVP/Registrar portfolio;
- An understanding of academic policies, curriculum administration, curricular infrastructure systems, student records, degree progress, registration processes, and the operational infrastructure that supports the academic enterprise;
- Experience guiding the design, implementation, enhancement, or optimization of enterprise systems and technologies that support institutional effectiveness and service delivery;
- A demonstrated record of strategic and systems-thinking leadership, organizational management, and change leadership, with the ability to establish a clear vision, set priorities, and guide organizations through periods of growth, transformation, and evolving institutional needs;
- Exceptional leadership and talent development skills, including the ability to build, mentor, and inspire high-performing teams while fostering a culture of accountability, collaboration, innovation, and a high level of service;
- An appreciation for the strategic role that data, technology, and process improvement play in advancing student success, operational excellence, compliance, and informed decision-making;
- Experience navigating complex, decentralized organizations and building alignment across diverse stakeholders, especially with faculty;
- Exceptional communication, collaboration, and relationship-building abilities;
- A commitment to delivering high-quality, responsive service and continuously improving the student, faculty, and stakeholder experience;
- Exceptional problem-solving, negotiation, and influencing skills to creatively find solutions and trouble shoot in a highly collaborative manner;
- Knowledge of relevant regulatory, compliance, and policy considerations impacting higher education administration;
- Demonstrated success stewarding resources in an effective manner;
- Understanding of the opportunities and challenges unique to a highly selective university environment; and
- A commitment to student success, innovation, inclusion, and continuous improvement.

COMPENSATION

The expected annual pay range for this position is \$250,000 - \$290,000.

Stanford University provides pay ranges that represent its good-faith estimate of what the University reasonably expects to pay for a position. The pay offered to a selected candidate will be determined based on factors such as (but not limited to) the scope and responsibilities of the position, the qualifications of the selected candidate, departmental budget availability, internal equity, geographic location, and external market pay for comparable jobs. Please find an overview of Stanford benefits and rewards here: <https://careersearch.stanford.edu/benefits>

APPLICATIONS, INQUIRIES, AND NOMINATIONS

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and resumes/CVs with cover letters should be sent via the Isaacson, Miller website:

<https://www.imsearch.com/open-searches/stanford-university/associate-vice-provost-student-and-academic-services>

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Stanford University is an equal opportunity and affirmative action employer. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, disability, protected veteran status, or any other characteristic protected by law.

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