



University Registrar
Norwich University
Northfield, Vermont

THE SEARCH

Norwich University (Norwich), the oldest private Senior Military College (SMC) in the country and an institution that educates both civilian and Corps of Cadets students with a commitment to experiential learning, seeks a highly collaborative and strategic leader to serve as the next University Registrar (Registrar). Norwich's next Registrar will be joining a community ready for continued innovation to meet the changing needs of students and its longstanding mission. With a recently installed Provost, who values the expertise of the Registrar's unit in her vision for academic affairs, a highly dedicated staff and faculty, and a people-focused Registrar team, the Registrar will have the opportunity to collaborate with many forward-thinking campus constituents eager for Norwich to thrive.

Founded in 1819, Norwich has a current enrollment of 3,000 students and stands as a national model of innovation and purpose in higher education, rooted in a 200-plus-year legacy of leadership development and academic rigor. Yet its strength lies not only in tradition, but in the relentless drive to meet the demands of a rapidly evolving world by adapting education to real-world needs while simultaneously holding to its core [mission and Guiding Values](#). Norwich provides a transformative educational experience that is inclusive for all student populations while offering extensive in-person and distance learning programs. Norwich's mission builds on the vision of its founder, [Captain Alden Partridge](#), to combine broad-based liberal arts studies with experiential learning and career-oriented programs. Norwich enrolls both a residential undergraduate population—organized through a traditional Corps of Cadets and a civilian student body—and an online undergraduate and graduate population through the College of Graduate and Continuing Studies (CGCS).

Reporting directly to Norwich's Provost and Dean of the Faculty, [Dr. Lea M. Williams](#), the Registrar will have an opportunity to make an impact at Norwich early in their tenure by building on a very solid foundation. They will be pivotal in optimizing new systems, integrations, and technologies while supporting Norwich's distinct academic offerings across a complex set of student populations, modalities, and scheduling needs. The Registrar will balance integration and innovation with compliance and

documentation, communicate effectively across stakeholder groups to understand similar and differing needs, eagerly work across the institution to solve problems, and assist in achieving Norwich's ambition to grow enrollment. The Registrar will lead a team with an outstanding reputation for providing a high level of service while having the opportunity to work closely with a highly dedicated and nimble community committed to collaboration, innovation, and the Registrar's success.

The ideal candidate will be a committed and experienced professional who has thrived in a complex environment that includes online education. They will be a forward-looking leader with a record of successful problem solving, an ability to build sustaining and effective relationships with faculty, staff, students, and University leadership, and a deep familiarity with trends and challenges in the field.

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

- Serve as a thoughtful and strategic advisor to faculty and university leadership on curriculum implications, course scheduling, systems, policies, processes, and the course catalog;
- Manage university-wide academic records and compliance;
- Utilize technology and systems to optimize course scheduling and registration functions;
- Partner with academic affairs to ensure accurate degree audits and timely graduation certification;
- Ensure effective data analysis and institutional planning support; and
- Lead and continue to develop and inspire a highly competent team.

Norwich University has retained the search firm Isaacson, Miller to assist with this recruitment. Instructions for applying, nominating, and inquiring about the position can be found at the end of this document.

ABOUT NORWICH UNIVERSITY

Norwich offers more than 30 undergraduate majors, including six which are degree completion programs. In addition to the largely residential, undergraduate population in Northfield, Norwich offers robust [graduate](#) and [online education programs](#). The University's academic programs are administered through the following four colleges: the [College of Arts and Sciences](#), the [College of Professional Schools](#), [College of Graduate and Continuing Studies](#), and the [College of National Services](#). Accredited by the New England Commission of Higher Education, Norwich successfully completed its 10-year accreditation reaffirmation in 2020 and five-year review in 2025. The total student population in Fall 2025 was 3,030, with 2,042 on campus and 988 in various online programs. Within the on-campus population there were 1,066 students in the Corps of Cadets, 538 Civilian residential students, 248 Civilian commuter students, and 178 non-matriculating students. The on-campus undergraduate population has 729 female students and 1,301 male students. Among the undergraduate students, approximately 48% of students come from states outside of New England and approximately 65 students are international. In addition, 87% of incoming

students are former high-school athletes, many of whom go on to play on one of Norwich's intercollegiate athletic teams.

Norwich's on-campus student body of Corps of Cadets and Civilian students are guided by a common set of core values that provide a synergistic student experience. The Corps of Cadets prepares all students to become competent and responsible citizens. During Corps leadership training, Cadets confront daily challenges that define their character as future leaders. They gain practical experience, knowledge and strength of character to try, no matter what obstacles they face. Cadets learn to take responsibility for their actions and support their comrades in pursuit of a common goal. Those who rise to the mental and physical challenge of life as a Cadet are rewarded with useful life skills, self-confidence, and self-discipline. Civilian students live and learn as part of a distinctive collegiate environment that combines a tradition of service and leadership development with a commitment to innovation and scholastic achievement.

Norwich University offers year-round operations for both online and residential students with several different academic calendars. Residential programs follow a full-semester calendar and may also offer course sections within the full semester as eight-week sessions. The College of Graduate and Continuing Studies manages all online programs across master's and bachelor's degrees, certificates, and continuing education programs for working adults and lifelong learners. CGCS administers undergraduate online programs that follow the eight-week calendar, and graduate online programs follow an 11-week calendar.

Across these offerings, the university has made great strides with enhanced transfer processes and important partnership agreements, including robust MOUs for transfer credit regionally and with military institutions nationally, with further ambitions to grow agreements internationally.

The Registrar operates in a Banner SaaS environment and administers Courserdog for curriculum and scheduling management and DegreeWorks for degree audits.

Dr. Lea M. Williams serves as Provost and Dean of the Faculty at Norwich University, where she is chief academic officer responsible for academic programs, faculty affairs, and institutional learning initiatives. Williams has been a dedicated member of the Norwich community for nearly two decades. Beginning her Norwich journey as an assistant professor of English in 2006, Williams has experienced the institution from multiple perspectives, advancing through roles as faculty development coordinator, department chair, interim dean of the College of Arts and Sciences, and senior associate provost before assuming her current position.

ROLE OF THE UNIVERSITY REGISTRAR

The University Registrar leads and manages the Office of the Registrar across a residential undergraduate population of traditional Corps of Cadets and Civilian student body, as well as an online undergraduate and graduate population through the College of Graduate and Continuing Studies. The Registrar oversees the full range of registrar functions across these populations: student academic records, course and

classroom scheduling, degree audit and graduation certification, enrollment reporting, and compliance with FERPA and applicable federal regulations.

Reporting directly to the Provost and Dean of the Faculty, the Registrar plays a central role in supporting academic planning, institutional data integrity, and student success across Norwich's residential and online programs. The position serves as a key institutional resource on academic policy for the Provost's office, deans, department chairs, school directors, and faculty governance bodies, and will be tasked with collaborating across the institution to innovate efficiencies and administer solutions in these spaces.

The Registrar supervises a team of seven staff, including an associate registrar and an assistant registrar.

KEY RESPONSIBILITIES, OPPORTUNITIES, AND CHALLENGES

The Registrar will be a visible, trusted, and systems-thinking leader who enjoys problem-solving, finding efficiencies, and serving as a thought partner to academics. Communication and relationship building will be paramount, along with addressing a set of key responsibilities, opportunities, and challenges:

Serve as a thoughtful and strategic advisor to faculty and university leadership on curriculum implications, course scheduling, systems, policies, processes, and the course catalog

- Work in close collaboration across the university to problem-solve and find solutions.
- Partner closely with faculty and academic leaders to ensure they have what they need to navigate systems, curricular changes and implications, and ensure best practices and compliance.
- Optimize complex schedules and the course catalog for the best use of resources, systems, and people while supporting enrollment, student success, and retention efforts.
- Be creative around policies, procedures, and processes for different student populations and academic program needs.
- Continue to augment MOUs for strong transfer agreements and ensure the university remains transfer friendly.
- Partner on the feasibility of micro-credentialing and badging to support experiential learning and enrollment growth efforts.

Manage university-wide academic records and compliance

- Maintain the integrity and security of all student academic records—residential and online—in compliance with FERPA and institutional policy.
- Oversee enrollment and degree reporting to the National Student Clearinghouse in accordance with U.S. Department of Education standards and schedules, encompassing both traditional term-based and CGCS rolling enrollment structures.

- Interpret and administer academic policies governing transfer credit, course equivalencies, and academic standing in accordance with faculty governance guidelines across undergraduate and graduate programs.
- Provide compliance support for Title IV financial aid audits as they pertain to enrollment and academic records.
- Ensure the Office of the Registrar operates in full conformance with NCAA eligibility rules and reporting requirements as they apply to student athletes.

Utilize technology and systems to optimize course scheduling and registration functions

- Direct the development and management of the University's course schedule each term across residential undergraduate programs and CGCS online programs, including cross-registration and final examination scheduling.
- Coordinate scheduling for CGCS's online course delivery, accounting for rolling enrollment windows, accelerated terms, and program-specific scheduling structures that differ from the residential academic calendar.
- Optimize classroom assignment and space utilization to meet enrollment needs across on-campus programs.
- Administer Banner registration modules and Coursedog, maintaining current expertise in system capabilities and release updates.
- Evaluate registration technologies and lead implementation of enhancements that improve service and administrative efficiency for both residential and online student populations, including the possible use of AI.

Partner with academic affairs to ensure accurate degree audits and timely graduation certification

- Administer the degree audit system to support accurate and timely graduation certification across undergraduate and CGCS programs.
- Ensure degree audit configurations accurately reflect the distinct program requirements of residential undergraduate programs and CGCS offerings.
- Assist students in understanding graduation requirements and resolving issues that may affect timely degree completion.
- Maintain and update the online University Catalog in coordination with academic affairs and faculty governance bodies.

Ensure effective data analysis and institutional planning support

- Provide the Provost's office and institutional research with accurate, timely enrollment data supporting financial planning, accreditation reporting, and strategic initiatives across residential and online programs.
- Serve as an expert resource to deans, department chairs, school directors, and the Provost's office on registration policy, enrollment trends, and academic records matters.

- Maintain web portal accuracy and student access to course schedules, registration tools, and academic records through Banner.
- Manage the Registrar's Office budget and participate in annual budget planning.

Lead and continue to develop and inspire a highly competent team

- Supervise Registrar's Office staff, including hiring, performance evaluation, work allocation, professional development, and succession planning.
- Establish and communicate short- and long-range operational goals, policies, and procedures for the office, with attention to the distinct service needs of residential and online student populations.
- Build community and provide mentoring across work modalities.
- Evaluate the organization structure and workload regularly to ensure the appropriate resources for success and optimum effectiveness.
- Cultivate the team's expertise to serve as key advisors and trainers to university personnel, delegating where possible.
- Stay current with best practices through active engagement with AACRAO and NEAACRAO (New England Association of Collegiate Registrars and Admissions Officers) and provide professional development to the team on best practices.

QUALIFICATIONS AND CHARACTERISTICS

The search committee seeks candidates with many of the following experiences and abilities:

- A minimum of five years of progressively responsible experience in a registrar's office at the Assistant Registrar level or above, with demonstrated competency across core registrar functions;
- A Bachelor's degree is required; a Master's degree from an accredited institution is preferred;
- A demonstrated ability to build bridges and relationships across a university;
- Thorough knowledge of FERPA and federal compliance requirements applicable to student academic records is required; familiarity with NCAA eligibility compliance reporting is preferred;
- Experience supporting both traditional term-based and online or non-traditional enrollment structures is required; familiarity with online and graduate program administration, including rolling enrollment and accelerated term structures is preferred;
- Strong analytical, organizational, and communication skills, with the ability to present complex data clearly to a variety of institutional audiences;
- Demonstrated ability to lead and develop a professional staff;
- Experience in a highly complex academic environment; experience at a small, private college and/or a residential military college is helpful but not required;
- Functional experience with Ellucian Banner SIS, including registration modules, degree audit, and enrollment, and experience with Coursedog or comparable curriculum and scheduling platforms is preferred;

- Active membership or credential through AACRAO is preferred.

COMPENSATION AND LOCATION

The anticipated compensation for this role is \$90,000 - \$120,000, commensurate with experience. This role is expected to work in-person on the Norwich University campus. Norwich also offers a top-tier benefits package including medical, dental, vision, group life and long-term disability insurance, flexible spending accounts, a 403(b) retirement plan with employer match, employee assistance program, paid time off including parental leave, and tuition scholarships for eligible employees and their family members.

Nestled in the Green Mountains of central Vermont, Norwich University is located less than 20 minutes from the state capital of Montpelier and a few hours' drive from Boston, New York, and Montreal. Rural but not remote, the scenic Northfield campus is community-oriented and home to students from 46 states and 33 countries. The natural environs of the campus and the immediate surroundings offer a wide range of outdoor activities throughout the year. The downtown area is also currently being redeveloped by many Norwich alumni and community members. Norwich also plays an important role in Northfield, Central Vermont, and the state more broadly, providing economic impact through employee salaries and construction projects, as well as its programming and investments in green technology and cyber security to the State of Vermont.

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 with cover letters should be sent via the Isaacson, Miller website: <https://www.imsearch.com/open-searches/norwich-university/registrar>.

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Norwich University is an Equal Opportunity Employer committed to providing a positive education and work environment that recognizes and respects the dignity of all students, faculty, and staff. Reasonable accommodations will be made for the known disability of an otherwise qualified applicant.

All candidates must be a U.S. Citizen or Permanent Resident legally eligible to work in the United States without sponsorship, now or in the future. A post-offer, pre-employment background check will be required of the successful candidate.

This document has been prepared based on the information provided by Norwich University. The material presented in this leadership profile should be relied on for informational purposes only. While every effort

has been made to ensure the accuracy of this information, the original source documents and information provided by Norwich University would supersede any conflicting information in this document.