



UNIVERSITY OF
OXFORD

- Candidate Pack

Appointment of Registrar University of Oxford



Saxton Bampfylde

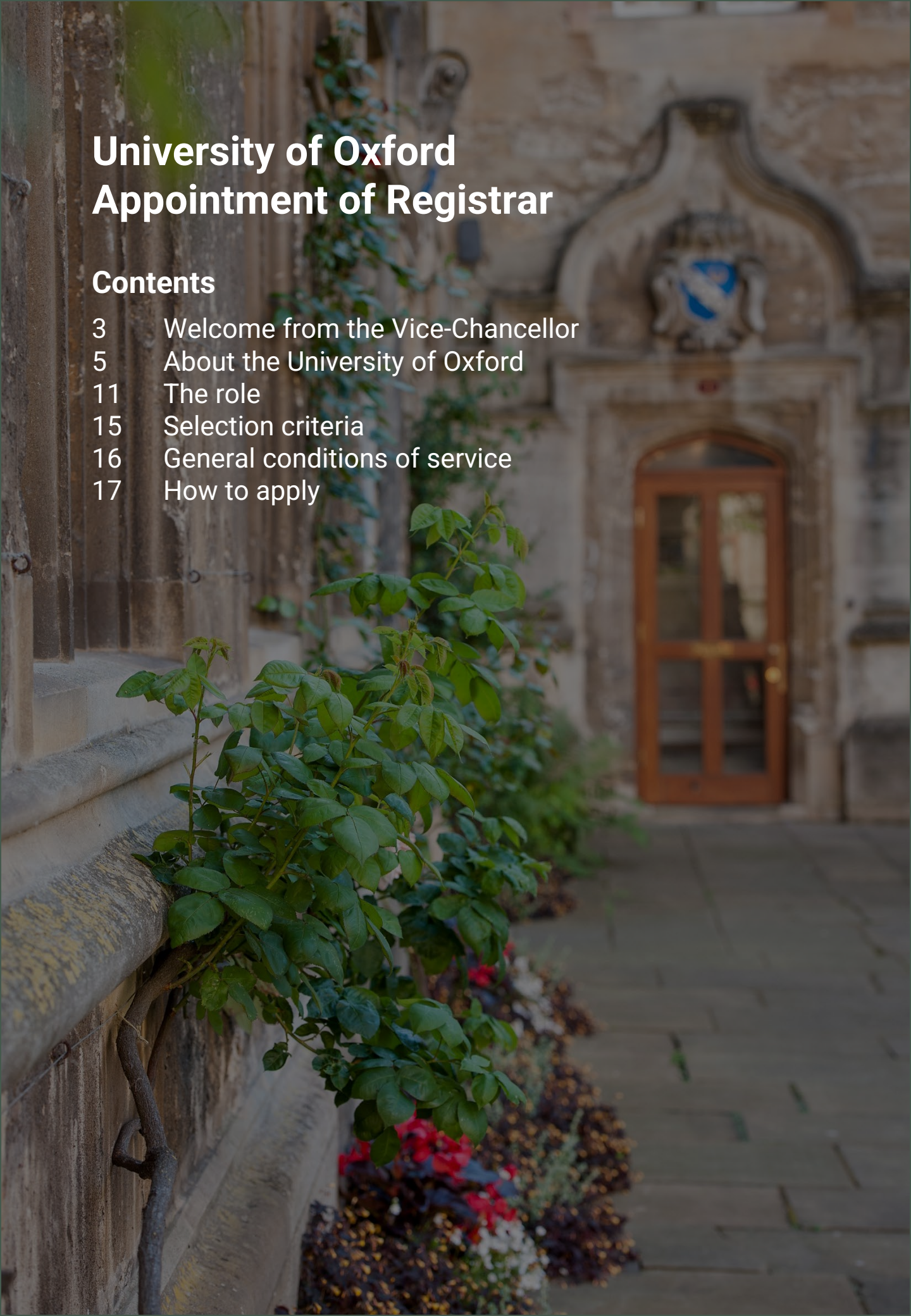
September 2026

Reference IPEAM

University of Oxford Appointment of Registrar

Contents

- 3 Welcome from the Vice-Chancellor
- 5 About the University of Oxford
- 11 The role
- 15 Selection criteria
- 16 General conditions of service
- 17 How to apply



Welcome from the Vice-Chancellor

Thank you for your interest in the role of Registrar at the University of Oxford. As one of the world's leading universities, with a history stretching back over 9 centuries, Oxford continues to set the global benchmark for excellence in research, education, and innovation. Ranked #1 in the THE World Rankings for a record-breaking 10 years, Oxford is mindful of its leadership role in the sector, both nationally and internationally. The Registrar is one of the University's most senior appointments and, as my principal adviser on governance and institutional strategy, plays a central role in ensuring that Oxford is well-positioned to fulfil its academic mission now and for many years to come.

This is a particularly exciting time to join Oxford. We are implementing our Strategic Plan for 2025–2030, setting ambitious priorities that will shape the University's future and its contribution to society. At the same time, we are strengthening our governance, investing in our people, and ensuring that the University's structures and decision-making processes are equipped to deliver our ambitions as a world-leading institution in an increasingly complex external environment. The Registrar will play a pivotal role in enabling Council and the University's senior leadership to navigate this landscape, bringing clarity, sound judgement and strategic perspective to the University's most important decisions.

Oxford's distinctive collegiate structure is one of its greatest strengths. Our academic divisions, departments, colleges, libraries, museums and gardens combine considerable agency with a shared commitment to the University's mission. Working closely with colleagues across this diverse community, the Registrar will help foster effective collaboration, uphold the integrity of the University's governance, and provide the leadership needed to support sound decision-making across a highly devolved institution.

The higher education sector continues to face significant external challenges, including an evolving regulatory landscape, financial pressures and rapid technological change. In this context, the Registrar will provide strategic leadership across governance, risk, compliance and institutional resilience. They will serve as Secretary to Council and Congregation, advising on governance and constitutional matters, overseeing the University's regulatory responsibilities, and ensuring that the University's governance, risk management and regulatory frameworks are effective and fit for the future. Working with the COO/Deputy Registrar, who leads the University's professional services, the Registrar will provide strategic oversight of the University's administrative framework while ensuring that governance arrangements continue to enable academic excellence.



This is a role that requires exceptional judgement, integrity and the ability to build trusted relationships across a complex and intellectually demanding institution. We are seeking an outstanding leader with the experience, insight and collaborative approach to help shape Oxford's future. The successful candidate will combine strategic vision with operational excellence and will be committed to enabling our academic community to flourish. If you are motivated by the opportunity to make a lasting contribution to one of the world's greatest universities, I encourage you to consider this exceptional role.



Professor Irene Tracey CBE, FRS, FMedSci
Vice-Chancellor
University of Oxford

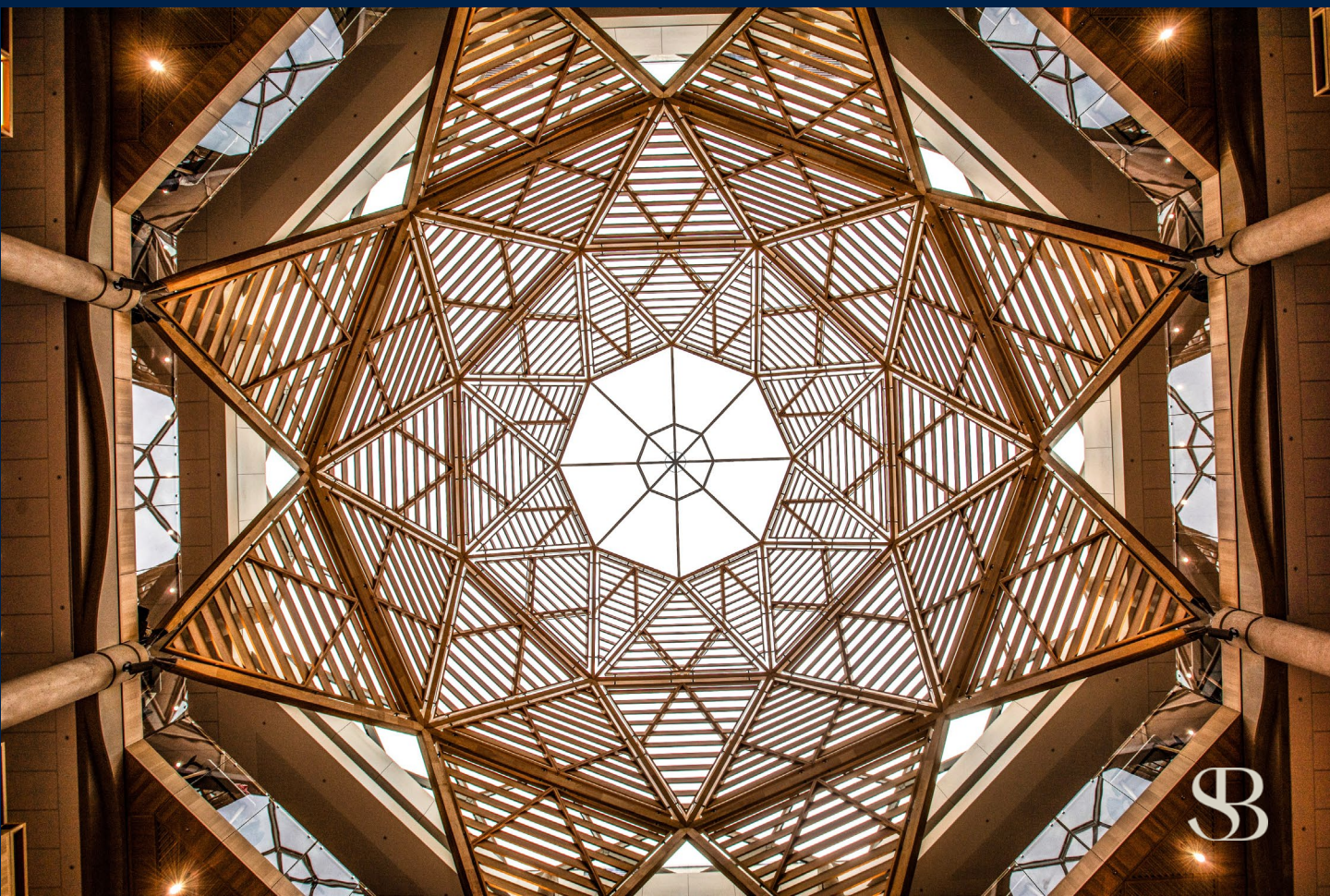


About the University of Oxford

The University of Oxford has been named the best university in the world for a record 10th consecutive year in the Times Higher Education (THE) World University Rankings 2026. It is one of the most successful centres of research and learning globally.

Oxford is the oldest university in the English-speaking world and has been at the forefront of the pursuit of knowledge for centuries. Today, the University employs over 18,000 people and its annual income is just over £3 billion. It hosts 26,000 students from more than 170 countries and territories. 44 per cent of the student body – in excess of 12,000 students – are citizens of foreign countries, including 23 per cent of undergraduates and 65 per cent of graduates. In addition, there are more than 15,000 enrolments each year on part-time and short courses at Oxford Lifelong Learning.

Oxford is a collegiate university, with 39 independent and self-governing colleges and 4 permanent private halls related to the University in a type of federal system. It is also a democratic institution. The sovereign body of the University is Congregation, which acts as the 'parliament' of the University with more than 5,000 members, including senior academic, college and administrative staff. Council, chaired by the Vice-Chancellor, is the University's principal executive and policy-making body. Meanwhile the 4 academic divisions (Humanities, Social Sciences, Mathematical, Physical and Life Sciences, and Medical Sciences) oversee approximately 100 major academic departments, all of which have significant autonomy in delivering the University's core mission of teaching and research.



The 4 academic divisions and their constituent departments work closely with the colleges, and this system is at the heart of the University's success. It gives students and academics the benefits of belonging both to a large, internationally renowned institution and to a small, interdisciplinary academic community.

Our Gardens, Libraries and Museums (GLAM) have some of the world's most significant collections, providing important scholarly resources that attract over 3 million visitors each year.

The tutorial system, in particular, is a key facet of undergraduate teaching and learning at Oxford. It is based around small-scale conversations between 2 or 3 students and their tutor, and offers a rare level of personalised attention from expert academics. It underpins a culture of close

academic supervision and careful personal support for students. It is designed to challenge and empower students to become independent thinkers.

There is, in addition, a close and important relationship between research and teaching at Oxford, with undergraduates as well as postgraduates being encouraged to engage in advanced research projects and with many of the most distinguished academic researchers being involved in undergraduate tutorials. This brings together leading academics and students across subjects and year groups and from different cultures and countries, helping to foster the intense interdisciplinary approach that inspires many of the outstanding research achievements of the University and makes Oxford a leader in so many fields.





Oxford aims to lead the world in research and education for the benefit of society both in the UK and globally. Oxford's researchers, students, spin-outs and the Oxford University Press (OUP) engage with academic, commercial and cultural partners across the world to stimulate high-quality education and research and enable innovation through a broad range of social, policy and economic impacts.

Our strengths lie both in empowering individuals and teams to address fundamental questions of global significance, while providing all our students and staff with a welcoming and inclusive workplace that enables everyone to develop and do their best work. Recognising that diversity is our strength, vital for innovation and creativity, we aspire to build an inclusive community which values and respects every individual's unique contribution. We are committed to continuing our efforts relating to equality and making further progress.

The University sustains a long tradition of superlative excellence in scholarship, while also engaging in cutting-edge innovation. Through its research commercialisation arm, Oxford University Innovation, Oxford is the highest university patent filer in the UK and is ranked first in the UK for university spinouts, having created more than 350 new companies since OUI was established in 1987. Oxford's innovation ecosystem includes more than 180 active spinout companies and continues to generate significant economic and societal impact. The university is a catalyst for prosperity in Oxfordshire and the United Kingdom, contributing around £16.9 billion to the UK economy in 2021/22, and supporting more than 90,400 full time jobs across the country.



Strategic plan 2025-2030

The University of Oxford's Strategic Plan 2025–2030 sets out our shared ambitions for the next 5 years.

At a time of global uncertainty and rapid change, the Plan articulates how the collegiate University will work together to sustain excellence in education and research, extend our impact through innovation, and exercise leadership through partnership for the benefit of society.

The Plan focuses on 4 themes:

- Education and learning
- Research and discovery
- Impact through innovation
- Leadership through partnership

These priorities are underpinned by commitments to our people, our physical and digital estate, financial sustainability and environmental sustainability.

The Strategic Plan does not replace local plans. Rather, it identifies where collective endeavour across the University will enable us to achieve more together than we could alone.

[Read the full Strategic Plan here.](#)



Governance and structure

Colleges

An essential characteristic of Oxford is the position of the independent and self-governing colleges and permanent private halls as part of the collegiate University. Each college has its own statutes, endowment and governing body. Colleges select and admit undergraduate students and select graduate students after they have been admitted by the University. They provide accommodation, meals, common rooms, libraries, sports and social facilities, and pastoral care for students and are responsible for undergraduates' tutorial teaching and welfare. The University determines the content of the courses within which college teaching takes place, organises lectures and seminars, and provides a wide range of resources for teaching and learning in the form of libraries, laboratories, museums, and computing facilities. The University admits and supervises graduate students, examines theses, sets and marks examinations, and awards degrees. The colleges and halls come together through the Conference of Colleges, which was created to provide a forum to deal with matters of shared interest and common purpose. It is a means, both proactively and reactively, of gathering the views of colleges, establishing a consensus, where one exists, reflecting the views of college governing bodies, and communicating to the University a coherent college view. Such views having been gathered and the extent of the consensus established; the Conference then provides a means for the colleges collectively to engage with the University. The Chair of the Conference of Colleges is a member of Council ex officio, together with a member of Congregation elected by the Conference of Colleges.

Divisions

There are 4 academic divisions: Humanities, Social Sciences, Mathematical, Physical and Life Sciences, and Medical Sciences, which oversee roughly 100 major academic departments. Both divisions and departments have considerable delegated academic policy-making authority, as well as budgetary and financial authority within the confines of their budgets. Oxford Lifelong Learning sits outside the academic divisions and is managed separately.

Gardens, Libraries and Museums (GLAM)

GLAM represents 6 departments: the Ashmolean Museum; the Bodleian Libraries; the Botanic Garden and Arboretum; the History of Science Museum; the Museum of Natural History and the Pitt Rivers Museum. It coordinates related budgets, policy and strategy in support of the University's academic, research and teaching activities, and its heritage and legal responsibilities.

Professional services and University administration

Administrative and professional staff support students, academics and researchers across the University. The University's central professional services are also known collectively as the University Administration and Services.

Oxford University Press

Oxford University Press is formally a department of the University. Whilst managed separately, the policy of OUP is overseen by a group of Delegates appointed from the academic staff of the University. The Delegates meet fortnightly during term with the Vice-Chancellor in the chair. They are actively involved in the publishing programme; all proposals are referred to them for approval and individual Delegates maintain a dialogue with editors in their specialist subject areas.



Professional services and University administration

Administrative and professional staff support students, academics and researchers across the University.

Our professional services are also known collectively as the University Administration and Services (UAS).

Their purpose is to

- support the University's core academic purposes of teaching, learning and research
- ensure the University can meet the requirements of government, funding bodies and other external agencies
- facilitate the attainment of the objectives set out in the University's Strategic Plan

Professional Services Programme

The Professional Services Programme (PSP) is a 3-year programme of work to strengthen how professional services are organised, led and delivered across the University.

The programme is working collaboratively across the University to empower its core mission of education and research through

improvements to the responsiveness, resilience, and efficiency of our professional services, united by a shared commitment to people, quality and collaboration.

Over time, the programme will further develop, in a joined-up and coordinated way across the University, professional services that support local need, and in ways which are:

- **More effective** – simpler processes, clearer responsibilities, digitally and technologically enabled
- **More resilient** – stronger shared capability, minimal single points of risk
- **Better for our people** – ensuring work is rewarding, staff are empowered, and experiences are positive and frictionless
- **Aligned with organisational need** – services designed and delivered at the appropriate level and location
- **Efficient and sustainable** – delivering value for money and supporting long-term financial sustainability.



The role

The University is seeking to appoint a Registrar. Reporting to the Vice-Chancellor, the Registrar is a key member of the University's leadership, ensuring that governance, organisational capability and administrative infrastructure support excellence across the University. The Registrar is responsible for the leadership, integrity and effectiveness of the University's governance, regulatory and administrative framework, and for the strategic oversight of its professional services functions.

The Registrar plays a central role in ensuring that the University's academic mission is supported by a robust governance framework, clear accountability, and a modern, integrated and high-performing operating model.

The appointment will be permanent.

The Registrar is a member of the University's senior executive team and reports directly to the Vice-Chancellor.

The role combines responsibility for:

- Governance, statutory and regulatory leadership.

- Strategic oversight of the University's administrative and professional services functions.

The Registrar serves as principal adviser to the Vice-Chancellor and Council on matters of governance, policy and institutional risk, while also ensuring that institutional strategy is translated into effective operational delivery through robust governance, accountability and performance frameworks.

The postholder works in close partnership with the Vice-Chancellor, Heads of Division, Pro-Vice-Chancellors, Deputy Registrar and other senior officials to strengthen institutional capability, clarify accountability and ensure both governance integrity and operational effectiveness across a highly devolved, academically-led environment.

The Registrar is a strategic leadership role responsible for setting institutional direction, ensuring the integrity and effectiveness of decision-making, and establishing high standards of governance. The postholder is accountable for the University's compliance with its statutory and regulatory obligations.



Duties and responsibilities of the post

Governance Leadership

The Registrar:

- Acts as Secretary to Council and to Congregation.
- Ensures the orderly and effective conduct of Council business and its major committees, underpinned by regular reviews and independent feedback mechanisms.
- Develops and leads an agile and integrated institutional committee model that supports Council in fulfilling its fiduciary, strategic and oversight responsibilities.
- Safeguards compliance with the University's Statutes and Regulations.
- Serves as principal adviser to the Vice-Chancellor and Council on governance, constitutional and procedural matters.
- Leads the effective coordination of advice to Council and its committees.

Statutory and Regulatory Responsibilities

The Registrar:

- Maintains close oversight of the University's statutory framework and constitutional instruments.
- Ensures the proper interpretation and application of Statutes and Regulations.
- Oversees the drafting and promulgation of legislative changes within the University.
- Oversees the University's relationships with external regulators and statutory bodies.
- Ensures institutional compliance with legal and regulatory obligations.
- Provides assurance to Council regarding governance effectiveness, compliance and institutional risk.
- Oversees regulatory reporting and returns.

Strategic Operational Leadership

The Registrar provides strategic leadership and institutional oversight of the University's professional services functions. The Deputy Registrar takes direct leadership of the operation of these functions, with the exception of the Governance and Assurance functions, which will report directly to the Registrar. The Deputy Registrar reports to the Registrar.

The Registrar:

- Provides institutional oversight and strategic direction for the University's central professional services functions, ensuring alignment with academic priorities, institutional strategy and service standards.
- Oversees the development and implementation of robust frameworks for accountability, performance measurement, and service standards.
- Ensures that administrative structures effectively enable academic priorities.
- Leads the development of institutional resilience, business continuity and operational risk management.
- Oversees major institutional operational programmes and structural reform initiatives.
- Strengthens institutional capacity for evidence-based decision-making, data-informed management and assurance.
- Maintains a strong, proactive working relationship with the Proctors' Office, ensuring alignment on regulatory, governance and compliance matters, and supporting timely resolution of complex issues.



Institutional Strategy and Delivery

The Registrar:

- Contributes to the development of University-wide strategy as a member of the senior executive team.
- Provides strategic leadership on institution-wide priorities, ensuring that governance, organisational capability and administrative infrastructure enable Oxford's long-term strategic ambitions.
- Ensures that governance, risk and operational considerations are fully integrated into strategic planning.
- Ensures that institutional strategy is translated into coherent operational plans and delivery frameworks.
- Ensures that resource allocation, administrative structures and service models support long-term sustainability.
- Supports effective collaboration across the collegiate University while respecting devolved academic governance.

Organisational Effectiveness and Transformation

The Registrar:

- Prioritises professional services development and service modernisation initiatives.
- Supports digital transformation and the effective deployment of technology in support of academic and administrative excellence.
- Ensures cross-institutional integration across professional services.
- Ensures that major transformation programmes are effectively governed, delivered and evaluated.
- Promotes innovation in operating models appropriate to a complex research-intensive university.

Leadership of Senior Professional Services Officers

The Registrar provides executive leadership to the Deputy Registrar and senior professional services leaders across the University.

This includes:

- Ensuring clear expectations and accountability frameworks.
- Ensuring alignment between central, divisional and departmental administrative priorities.
- Fostering a culture of professionalism, collaboration and service excellence.

The role is not responsible for the direct operational management of service functions, which is delegated to the Deputy Registrar and service leaders. Instead, the Registrar is accountable for institutional coherence, strategic alignment, governance, performance and assurance across the professional services environment.

Secretariat, Assurance and Institutional Support

The Registrar:

- Leads the Council Secretariat and

governance support teams.

- Ensures the timely and high-quality preparation of agendas, papers and minutes.
- Oversees and coordinates Congregation business, ensuring proposals are well-prepared, procedurally robust, and delivered through effective stakeholder engagement and governance processes.
- Establishes standards for and has oversight of governance documentation and record-keeping.
- Is responsible for the management of internal audits, and oversees the University's institutional response to audit findings.
- Attends Audit and Scrutiny Committee.

External Engagement

The Registrar:

- Represents the University in national and international forums on governance, regulation and institutional management.
- Builds strategic relationships with peer institutions, regulators and sector bodies.
- Monitors developments in higher education governance, regulation and operating models.





Selection criteria

The University is seeking an exceptional individual capable of operating at the highest level within a complex and globally significant institution.

The successful candidate will demonstrate:

Governance and Regulatory Expertise

- Demonstrated experience of contributing to organisational strategy and leading institution-wide change within a complex, mission-led environment.
- Substantial experience advising boards or governing bodies at the highest level.
- Deep understanding of governance frameworks in complex organisations.
- Experience engaging with regulators and managing compliance frameworks.
- A sophisticated appreciation of legal and constitutional issues.
- An understanding of the complexities of the UK higher education sector and the global environment in which the University of Oxford operates.

Executive Leadership

- Substantial experience in a senior executive leadership role in a large, complex organisation of global standing.
- A proven track record of successfully delivering organisational transformation and operating model reform.
- Experience overseeing and or leading multi-functional professional services environments.

Strategic and Financial Capability

- Demonstrated ability to integrate

governance, risk and operational considerations into strategic decision-making.

- Experience of working with large and complex budgets.
- Strong understanding of financial sustainability in a mission-driven organisation.

Organisational and Cultural Leadership

- A proven ability to lead, inspire and align large, multi-disciplinary professional communities.
- Experience operating effectively in devolved or federated environments.
- The ability to command credibility with academic and professional communities.
- Political judgement, resilience and integrity.
- A collaborative and approachable leadership style, fostering trust, openness, and shared purpose within a collegiate environment.

Analytical and Intellectual Capability

- Strong analytical ability and sound judgement.
- Capacity to operate effectively in an intellectually demanding and complex institutional context.
- Educated to degree level or equivalent experience.

Experience within a research-intensive university or similarly complex public or mission-led organisation will be an advantage.



General conditions of service

Terms and Conditions

The appointment will be made on terms appropriate to a senior officer of the University.

Period of Office

This is a permanent appointment, subject to a probationary period.

Remuneration

This is a full-time appointment at the highest executive grade within the University's administrative structure. A competitive salary will be available, commensurate with experience.

Pension

The post is pensionable and the postholder will be eligible for membership of the Universities Superannuation Scheme (USS).

Residence

The Registrar will be expected to reside within 25 miles of Carfax, as per the Council Regulations 21 of 2002 ([Council Regulations 21 of 2002 | Oxford University](#))



How to apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to the University of Oxford on this appointment.

Candidates should apply for this role through our website at **roles.saxbam.com** using code **IPEAM**.

Click on the 'apply' button and follow the instructions to upload a CV and cover letter and complete the online equal opportunities monitoring* form.

The closing date for applications is noon on **Monday 5 October 2026**.

* The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.

GDPR personal data notice

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please do not include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.

Due diligence

Due diligence will be carried out as part of the application process, which may include searches carried out via internet search engines and any public social media accounts.

- [Read our guide to writing cover letters](#)





UNIVERSITY OF
OXFORD



Photograph credits: [OUIImages/John Cairns](#)

