

Office of the Registrar

2017-2022 Five Year Strategic Plan

Vision

The University Registrar will be recognized as a flagship operation of Elon University and a leader on the international stage of higher education. It will be regarded as a nexus of innovation, and other institutions will regularly ask “What is Elon’s Registrar doing?” The staff of the University Registrar will serve as agents of change, and their business solutions will be promoted enthusiastically. In pursuit of its mission, the University Registrar will employ progressive business practices and powerful technologies, re-defining the role of a student-centric office.

Mission

It is the mission of the Office of the Registrar to support the academic endeavors of Elon students, faculty, and staff by deploying innovative technologies, providing up-to-date and accurate records, powerful self-service systems and tools, and exceptional customer service. Our professional staff will help encourage and empower the university community by collaborating, innovating, and problem-solving.

Values

HONESTY:

- Be truthful in work and in relationships
- Our intention is to provide accurate information and data
- Recognize our locus of control
- Do not appropriate ideas or innovations - give credit where it's due

INTEGRITY:

- Be trustworthy, fair and ethical
- We adhere strictly to FERPA
- Provide exceptional customer service
- Equity of access to the services we provide
- Balance of security and access to student data

RESPONSIBILITY:

- Be accountable for actions and professional development
- Strive to better ourselves as a team and as individuals (professional development, conferences, training and innovation)
- Student-centric in all our operations and processes
- Timeliness of service delivery and meeting deadlines

RESPECT:

- Be civil. Value the dignity of each person. Honor the physical and intellectual property of others.
- Work to understand (meta-message) our students on an individual/situational level
- Apply fair judgment to all students concerning academic matters with respect to individual needs and preferences

Technical Knowledge

- Native registration:

Investigate and adopt aspects of Colleague's native registration module, including "term-based registration" (as opposed to batch assignment via saved lists in XORP).

- Automated room scheduling:

Faculty will be able to indicate the type of room and included technology that corresponds to their pedagogical needs and the nature of the course that they are teaching. The "25 Live" (R25) system will then automatically assign a room. The Office of the Registrar will use the system to achieve facility efficiency by monitoring room fill rates.

- Native graduation and degree audit:

Native modules and processes have been successfully implemented for Winter and Summer terms. Expand this implementation to standard terms and fully rely on integrity of data maintained in Colleague to complete all graduation-related processes.

- Launch and better utilize new version of SharePoint (2013):

A new version of SharePoint is currently in implementation phase among the campus community. Once adopted by the Office of the Registrar, the Assistant Registrar of Technology will cross-train team members to create forms and manage workflows, and together they will identify new and underutilized functionalities to meet other departmental goals.

- Revise the departmental website:

The departmental website and its component webpages will be revised and reorganized so as to maximize navigability, increase click-through rate (reducing phone call volume), and improve overall usability. Lists of link resources will be reorganized, and obsolete information will be deleted.

- Adopt a hiatus (student leave of absence) policy:

Students that are absent from the institution for a semester for medical or non-medical reasons will be marked in the student information system with one from among a list of predefined hiatus status codes. This tracking method will facilitate the reentry process and obviate readmission, and will also improve longitudinal student tracking and data collection.

- Build a system that allows automated grade uploads from LMS (now Moodle) to SIS (now Colleague):

Create an extraction method that sends final grades from Moodle to final grade tables. This connection will create efficiencies in grade collection, which will improve end-of-term and graduation audit processes. Faculty will only need to enter grades in one place.

- Better utilize new document imaging system (TBD):

(Depending on the solution adopted by the university) Create workflows to share documents with constituencies in campus community. Automate transfer credit assignment by bridging imaging system to transfer articulation table and SIS.

- Link the academic catalog to the SIS to push approved curricular modifications automatically:

This third phase of catalog implementation will complete the bridge of curricular modifications from faculty inception (Curriculum Management) to student access (OnTrack via Colleague), with the academic catalog serving as an important intermediary. After it has been determined that the connection between Curriculum Management and the academic catalog has been successfully deployed, begin investigating – in collaboration with Application Technologies – the data extraction, transformation, and load process.

- Launch four-year planner to student populations, collaborate with Academic Support to encourage its use in ELN 101:

Identify and collaborate with a small cadre of ELN 101 professors to pilot the four-year planner developed by Coursicle. Study the utility of this tool by surveying students and their professors, hosting focus groups, and conducting interviews.

Functional/Operational Improvements

- Convert to four-digit course numbering scheme:

The flexibility afforded by an expanded numbering scheme will allow departments to organize and describe courses more discretely and accurately (ex. ENG 255 → ENG 2551, 2552, etc.). This change also supports continuing education initiatives by apportioning new numbering space that does not cannibalize existing course numbers.

- Fully reassign responsibility for degree audit to the Office of the Registrar (from Academic Support):

The Assistant Registrar has taken responsibility for modifying and refining rules and logic in program-specific degree audits. As the curator of the academic catalog, owner of the graduation audit process, and direct liaison with department chairs concerning exceptions and unique student situations, the Office of the Registrar is best positioned to control and update the degree audit.

- Develop streamlined process for study abroad course reviews and approvals:

The volume of study abroad course transfer requests has increased considerably in the past few years. Currently only the Associate Registrar is fully trained to appraise and approve international courses. Though the actual process that facilitates interaction between the student, the Associate Registrar, and

Global Education has seen marked improvements over the same period, it is deserving of continued iteration and refinement to further improve efficiency as well as accessibility by other cross-trained staff members.

- Discontinue cross-listing of courses:

Cross-listing courses is an obsolete practice that will be decisively obviated by the adoption of a four-digit course numbering scheme.

- Identify and develop core proficiencies for Student Assistants:

As a complement to the Student Assistant manual, documented Core proficiencies will support students and professional staff members maintain a strong connection between routine work and long-term traits and mindsets (e.g. business communications, rapport and personal presentation, taking initiative, etc.). These should align as appropriate to AACRAO's core proficiencies. Core proficiencies should also be relevant, visible/accessible, and measurable.

- Incorporate a standard senior comprehensive requirement into degree audits, potentially with a non-credit bearing course:

The senior comprehensive has been a recondite element of major programs of study for years, as it does not appear uniformly in the academic catalog or in the degree audit. Its addition to the latter will improve transparency of degree requirements and will enable students to plan more effectively.

- Increase Summer College marketing budget to buoy enrollment and attract new sources of revenue:

Summer College is a significant source of revenue each academic year, but it remains undiversified. A larger marketing budget enables the Office of the Registrar to expand its reach to and impact upon other populations, such as high school students, students from other local colleges and universities, and adult learners.

- Collaborate with Global Education Center (GEC) to forecast impact of study abroad participation on semester class schedule demands:

Sophisticated forecasting methods will allow the Office of the Registrar to more accurately predict term-based demand for courses at different levels and across different disciplines. This in turn improves collaboration with academic departments, as well as classroom scheduling priorities.

Student Experience Improvements

- Collaborate with Student Professional Development Center (SPDC) to educate students to self-market with credentials:

The credentials and technologies provided by the Office of the Registrar offer utility to current, recently graduated, and former students in the job marketplace. Specifically, the CeDiploma and Visual EXP enhance students' ability to market themselves to potential employers and graduate school admissions officers. However, without proper education and practice, students will not realize the full potential of

the tools at their disposal. Furthermore, this collaboration may inform the development of other credentials and tools.

- Collaborate with Application Technologies to create equity in the registration process:

Currently, students with similar cumulative credit hours are granted access to the registration system in an arbitrary sequence, which creates small disadvantages among groups of students that are otherwise academically equal. The Office of the Registrar should work with Application Technologies to determine a method for assigning registration access to class groups simultaneously (i.e. all Sophomore students register at the same time).

- Launch College Scheduler or similar four-year planner with analytic tools

Students must have access to a consistent and reliable planning tool. Ideally, this planning tool will connect in some way to the SIS and feature analytic capabilities. The Office of the Registrar should appraise the options available and measure their potential with respect to the other tools that the community is expected to use, the catalog and the degree audit.

- Improve Summer College analytics and extrapolate forecasting techniques to standard terms

Design more robust data collection and analysis techniques for Summer College, including forecasting demand, monitoring registration activity chronologically, measuring the impact of targeting marketing activities (e.g. how many more students/credit hours are added after a batch email), and measuring attrition. Each of these metrics and data points should be recorded for subsequent analysis, enabling the Office of the Registrar to isolate successful techniques and improve others. Lessons learned from these analytic exercises can then be applied to standard terms.

Collaborative Decision-Making and Consensus-Building

- Improve FERPA educational activities to campus community (faculty, staff, students, parents)

Design and launch new access points for FERPA information, including online information, self-paced refreshers and tutorials, and periodic email reminders with best practices and general information. Conduct survey research to gauge understanding of FERPA policy among campus community members, and refine educational materials and activities to address competency deficits.

- Educate the campus community to use Colleague's degree audit to monitor progress to degree and discontinue use of major "check sheets"

The check sheets have been migrated online as of the publication of the 2017-2018 academic catalog. The Office of the Registrar will be responsible for encouraging the use of the academic catalog in conjunction with Colleague's degree audit among students, their advisors, and department chairs. This includes communication and presentation to ELN 101 groups, participation in departmental meetings, and purposeful messaging to the community.

Professional Development

- Maintain a presence at national, regional, and local professional organizations

Continue trend of attending conferences and other professional meetings with the intent to present. All staff members should attend at least one professional meeting at least once every other year, and all staff members should present at least once every three years.

- Continue contributing to national conversations that focus on credential development, interoperability standards, and strategic enrollment innovation

The Visual Experiential Transcript (Visual EXP) is one of many credential innovations in K-12 and higher education. The market is ripe for a standard framework of exchange and articulation among these credentials, and the pioneers must shape the conversation. Elon's Office of the Registrar, Application Technologies, and their design team partners must continue to contribute to national conversations about the relevance, salience, and utility of our newest credential innovations.

- Survey other institutions and collect intelligence

Monitor technological and operational developments at other leading institutions across the nation and abroad, adopting lessons and outcomes when appropriate. This can take the form of basic research (conducted by student assistants) followed by discussion; intentionally establishing partnerships via phone, email, and conferences; and/or reviewing research and trade publications (e.g. Chronicle) for trends.

- Commit to cross-training for functional responsibilities

Ensure that at least two professional staff members are adequately cross-trained to perform critical Registrar functions (e.g. RYAT configuration, assigning transfer credit, conducting degree audit). Cross-training contributes to efficiency and ensures that unforeseen circumstances do not interrupt service delivery.

Interpretation and Application of Institutional and External Data

- Collaborate more closely and more frequently with Institutional Research

The Student Information Systems Specialist (SISS) and Assistant Registrars (ARs) often create reports, conduct research, and execute critical enrollment processes that overlap with the work done by Institutional Research (IR). Improved coordination, exchange of information, and adoption of best practices between the Office of the Registrar and IR has the potential to enhance data collection, data integrity, and operational effectiveness. The two departments could almost surely empower one another with complementary expertise.

Holistic and Systemic Thinking

- Diversity and inclusion

The Office of the Registrar must collaborate with the Offices of the Provost and Inclusive Community to improve the delivery and effectiveness of diversity- and inclusion-oriented programming. Specifically, the Office of the Registrar can connect these administrative departments to faculty-led or departmental initiatives; produce reports of themed courses launched in the past along with their enrollment; co-develop survey or other research activities; and provide insight into student curricular and co-curricular motivations.

- Student life cycle – considering student trajectory and development from a holistic perspective

Most of the Registrar's activities are term-based and term-driven. There is merit to a complementary "long view" perspective, as it affords the department insight into the evolution of student motivation, satisfaction, and general "effectiveness" (e.g. how well they navigate the registration system, how adept are they are resolving curricular applicability issues) across the academic career. This perspective will allow the Office of the Registrar to develop targeted support structures (e.g. website, forms, information sessions, direct communications) and improve service delivery according to student needs. Additionally, this expanded awareness of students' preferences and proclivities may serve another departmental goal: cultivating partnerships with other departments on campus. If the Registrar learns that students in their second or third year are more likely to seek leadership opportunities, for example, then they can create bridges to the Office of Leadership.

- Campus partnerships

Nurture existing campus partnerships (e.g. Application Technologies) and cultivate new campus partnerships (e.g. Institutional Research) to expand the reach and influence of the Office of the Registrar. Participants to the partnerships can represent the interests of our department in our absence, and we can more closely align our initiatives with the priorities of our partners.

- Collaborate with senior staff to make recommendations for expanding university enrollment without increasing financial obligations

Develop a strong understanding of the (new) President's and Provost's goals with respect to enrollment growth and diversification. The Office of the Registrar possesses considerable expertise in appraising and addressing the needs of student subpopulations, and as such can contribute significant insight into strategic enrollment initiatives.

Change Management

- Discontinue closing Summer II and Fall term registration during the summer

Under current operating procedure, registration is closed during the summer to allow the Office of Academic Support to create and balance the schedules of first-time first-year students. The Office of the Registrar handles the ramifications of this method by making manual adjustments to the schedules of continuing students for Summer II and Fall terms. Collaborate with Academic Support to identify a method of maintaining registration access throughout the summer without compromising their functions.

- Compile data to substantiate open registration for continuing students

Collect more robust data about registration activity and engagement patterns across registration periods. Interpret this data so that it can be shared with campus partners and inform policy recommendations.