

Office of the University Registrar

Strategic Plan

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Overview of Department

The Office of the University Registrar reports directly to the Provost. The Office provides services and support to all students (undergraduate, graduate, medical) and programs on all campuses (Athens, Chillicothe, Eastern, Lancaster, Southern, Zanesville) including special programs offered by Lifelong Learning and those offered internationally. The Office of the University Registrar has close working relationships with the college student services offices, regional campuses' student services offices, the Office of Undergraduate Admissions, the Office of the Bursar, the Office of Graduate Studies, the Office of Student Financial Aid and Scholarships, Residence Services (Housing), and the University's information technology services.

The Office of the University Registrar consists of 27 employees (11 presidential contract employees, 16 classified staff), one graduate assistant, and numerous student employees working in five distinct units (Administration, Registration and Scheduling, Degree Audit, Systems, and Academic Records). See Appendix A for an organizational chart.

The Administration unit has primary responsibility for ensuring that the office has the resources necessary to provide outstanding service to its constituents as well as ensuring that University policies and procedures are upheld at all times. The unit oversees all operations of the office, manages the budget and human resources, coordinates effective communication, coordinates student employment for the office, provides guidance on large office projects, and maintains central personnel files. The University Registrar co-chairs the Student Fees committee, serves on the Assistant Deans' Council, and serves on the Enrollment Management Team.

The Registration and Scheduling unit has responsibility for supporting systems used for registering for classes, assessing fees, and maintaining the curriculum file. The unit also is responsible for the following: veterans education benefits; student information system user accounts; system for supporting course offerings; student services windows; processing all name, SSN, and address changes; overseeing hold processing; producing the *Schedule of Classes*; and coordinating classroom scheduling. The Assistant Registrar for Registration and Scheduling serves on the University Review Panel.

The Degree Audit unit has responsibility for maintaining the degree audit system to support the academic advising process, supporting system for accessing degree audits, maintaining degree audit programs for Course Applicability System, providing reports for academic advising process, enforcing credit reductions, and supporting internal information technology needs such as Web page development and local area network.

The Systems unit has responsibility for providing expertise to the office in support of the extensive information technology applications used to provide services to our constituents. This unit also assists in the development of new online services and helps to coordinate testing of systems.

The Academic Records unit has responsibility for ensuring integrity and confidentiality of student academic records, overseeing graduation processing, coordinating athletic eligibility process, coordinating grade reporting processes and academic progress, verifying enrollment and degree conferral, processing transcripts, and coordinating imaging of records for the office.

The Office of the University Registrar provides a wide array of services to a variety of individuals. Appendix B provides a table of Registrar Statistics to quantify some of the services provided by the office. This certainly does not reflect all services, but those that are quantified easily.

Mission

The mission of the Office of the University Registrar is:

- to support the academic mission and purpose of the University;
- to provide information and academic services to the University community in an efficient, user-friendly manner while ensuring accuracy, integrity, and confidentiality of academic records;
- to provide exemplary service by continually improving our business processes for registration, scheduling, academic records, degree audit, and related functions;
- to effectively communicate procedures and responsibilities for the successful use of our services; and
- to adhere to policies and model the highest standards of the registrar profession.

Vision

The Office of the University Registrar will be a valued resource of the University by:

- providing excellent service to students, faculty, staff, alumni, parents, and others in the University community by a caring, knowledgeable staff;
- being a leader in implementing new services and technology; and
- encouraging a collaborative environment for supporting the academic mission.

Values

The Office of the University Registrar is committed to these values:

- We foster a supportive work environment that promotes staff development and collaboration.
- We build trust among ourselves and with the University community through our competence and dependability.
- We evaluate and continually improve our services.
- We respect diversity and the uniqueness of each individual's ideas and contributions.
- We encourage and promote teamwork, creativity, and innovation.
- We respond to requests in an efficient, courteous, and appropriate manner.
- We welcome and encourage feedback from our staff and the University community, in the spirit of the open exchange of ideas.

Commitment to and Support of Vision OHIO

The Office of the University Registrar is committed to the Mission, Vision, and Core Values and Guiding Principles of OHIO University, and strives to be effective, efficient, and continually improving.

Undergraduate Academic Goals

- ◆ Establish a common intellectual experience for all first-year students that leads to a common set of fundamental intellectual skills. This includes the creation of an inquiry-based core curriculum that serves as the foundation of the academic mission.
- ◆ Support high quality undergraduate programs that serve the needs of the region, state, and nation.
- ◆ Provide abundant opportunities for students to learn beyond the classroom and to develop the ability to work collaboratively.
- ◆ Inculcate among students a sense of personal responsibility, acquaint students with the values associated with the public good, and foster the acquisition of intercultural fluency.

The Office of the University Registrar supports the University's **Undergraduate Academic Goals** by:

- Ensuring that all curricular changes are implemented in a seamless manner for all students. For example, ensuring that courses are clearly identified and communicated when they apply to specific core curriculum requirements.
- Ensuring that all academic programs are tracked and communicated clearly to students, faculty, and staff.
- Ensuring systems exist to efficiently and securely track student academic records.
- Providing support such that students can register seamlessly for learning communities and other opportunities for curricular and co-curricular learning in a manner that students are tracked as necessary to support outcome assessments.
- Effectively communicating academic policy and enforcing it fairly.
- Maintaining and enhancing relationships with offices that promote intercultural fluency such as Education Abroad.

Graduate Education and Research Academic Goals

- ◆ Support high-quality and distinctive graduate education programs that serve the needs of the region, state, and nation. Support the development of programs and policies that prepare graduate students for careers in academic and professional settings
- ◆ Selectively invest in graduate education and research in the areas of
 - Health and wellness
 - New technologies: basic research and development
 - Energy and the environment
 - Social, economic, and cultural development
 - Arts and humanities
- ◆ Support growth in scholarly activity and research productivity that lead to increased sponsored research, creative activity, and national prominence.

The Office of the University Registrar supports the University's **Graduate Education and Research Academic Goals** by:

- Ensuring that all academic programs are tracked and communicated clearly to students, faculty, and staff.
- Ensuring systems exist to efficiently and securely track student academic records.
- Continuing to provide training to graduate assistants/teaching assistants regarding confidentiality of student records.

Faculty, Staff, and Student Quality and Diversity Goals

- ◆ Recruit and retain exceptional faculty and staff for creating and sustaining preeminent programs of learning, engagement, research, creative activity, and scholarship.
- ◆ Provide support to departments, faculty, and staff to develop nationally prominent teachers, scholars, and researchers and to foster policies that support the accomplishment of the academic mission. Develop and sustain an office of faculty and staff development that coordinates all development activities.
- ◆ Establish and implement recruitment and hiring practices that lead to a diverse and inclusive academic community.
- ◆ Recruit, support, develop, and retain academically talented undergraduate and graduate students.

The Office of the University Registrar supports the University's **Faculty, Staff, and Student Quality and Diversity Goals** by:

- Providing support to the policy creation process as necessary and appropriate.
- Enforcing policies that have already been established and serving as a resource for policy interpretation as appropriate.
- Always hiring the most qualified applicant for the position and ensuring that the applicant pool contains diverse candidates by advertising as appropriate.
- Continuing to provide high-quality, efficient service to our prospective and current students and their parents and families.
- Providing employment opportunities (federal work study, student hourly, PACE, graduate assistantship) for students to inculcate a sense of responsibility and accomplishment in their service to the University.

Environment Goals

- ◆ Develop an inclusive, supportive, learning-centered research university environment that encourages all academic and academic support units to work both individually and collaboratively to accomplish the university vision. Foster the development of faculty, staff, and student orientation programs to support such an environment.
- ◆ Develop and sustain an environment of engagement in which students, faculty, staff, and alumni are supported and encouraged to participate in the solution of community and regional problems related to Pre-K through grade 12 education, economic development, and health issues with special emphasis on those problems relating to Appalachia and underserved populations. Develop a facilitative office to support and coordinate partnerships to solve local, regional, and state problems.
- ◆ Develop an environment of inclusiveness in the classroom, campus, and community.

The Office of the University Registrar supports the University's **Environment Goals** by:

- Continuing to work collaboratively with the Office of Undergraduate Admissions, Office of Graduate Studies, Office of the Bursar, Residence Services (Housing), Student Financial Aid and Scholarships, college student services offices, regional campus student services offices, and the University's information technology services to accomplish the University vision.
- Continuing to provide quality support to the University community.
- Actively participating in all orientation programs to provide information regarding services provided by the office.
- Encouraging and promoting the involvement of others in the development of continuous improvement of our processes.

Infrastructure Goals

- ◆ Implement a budget allocation process involving a metric-driven accountability system (e.g., a balanced scorecard approach) that links budgeting to the implementation of the academic plan.
- ◆ Implement enrollment management, operational efficiencies, and endowment development strategies that support the accomplishment of the academic plan.
- ◆ Establish and implement an information technology infrastructure involving both educational and academic support computing capabilities that facilitates the accomplishment of the academic plan.
- ◆ Establish academic support structures that facilitate the accomplishment of the academic plan, including an oversight office that coordinates all diversity and inclusiveness efforts.
- ◆ Implement an approach to evaluating the contributions of academic support units to accomplishing the goals of the academic plan that includes the participation of faculty and specialized consultants.

The Office of the University Registrar supports the University's **Infrastructure Goals** by:

- Ensuring all staff members are aware of and support our role in the academic plan.
- Continuing to constantly seek ways to improve operational efficiencies without compromising service.
- Continuing to provide data regarding class availability and serving on the enrollment management team.
- Providing leadership in the implementation of a new student information system that supports the academic plan.
- Serving an integral role and identifying resource requirements in the implementation of a new student information system.
- Continuing to support our existing student information system to meet the needs of the academic community.
- Continuing to provide data in a secure and user-friendly manner that meets the needs of the academic community.
- Providing education regarding the importance of student data integrity and security through training and advocacy.
- Identifying and mitigating policy and process issues that arise.
- Continuing to assess the effectiveness and relevance of services provided through such methods as self-audits, customer satisfaction surveys (historically administered by Institutional Research), focus groups, informal feedback, etc.

Enhancing National Prominence Goals

- ◆ Support programs that encourage faculty, staff, students, and alumni to apply for nationally competitive awards, honors, and memberships in prestigious academies and societies that enhance the national prominence of the university.
- ◆ Develop strategies for identifying, communicating, and marketing all activities of university programs, individuals, and alumni that assist in raising the national prominence of the university.
- ◆ Develop strategies to enhance the national prominence of the university through cultural events and competitive athletic programs that demonstrate the scholar/artist and scholar/athlete models.

The Office of the University Registrar supports the University's **Enhancing National Prominence Goals** by:

- Providing data and reports as requested to academic units in support of their programs.
- Actively participating in professional organizations such as the American Association of Collegiate Registrars and Admissions Officers and the Ohio Association of Collegiate Registrars and Admissions Officers by serving on committees, presenting at conferences, and serving as a resource to our colleagues.
- Continuing to support student athletes by coordinating the athletic eligibility process to ensure compliance with NCAA and MAC regulations.

Office of the University Registrar Goals

The Office of the University Registrar is committed to accomplishing the following goals in support of Vision OHIO.

Ongoing

- Ensure **business continuity** by investing in staff and technology; managing resources effectively; and reviewing business processes to ensure efficiency, documentation of business procedures, disaster preparedness, and business recovery, if necessary.
- Provide **excellent service** to constituencies through continuous review and improvement of services and enhanced communication and collaboration with faculty, staff, students, and other offices.
- Provide leadership in support and implementation of the **student information system**.
- Provide a **work environment** that encourages staff development and growth; fosters a sense of community and caring; accommodates changing business needs with physical space and ergonomics in mind; and promotes friendliness, collegiality, and an appreciation for one another.

2006-2007

- Accelerate the imaging of hard-copy records (pre-1985)
- Image all registration related documents (i.e. class permissions slips, change orders, cancellations, etc.) as they are processed
- Collaborate with Environmental Health and Safety to develop an emergency preparedness plan for the office and the University
- Present for review Registrar related University policies currently in draft form
- Review internal records security practices and update internal records retention policy
- Implement procedures for a more proactive approach for collecting student contact information such as cell phone, multiple parent addresses, etc.
- Improve and enhance the online course offerings system
- Investigate possibilities for eliminating the printed DARS reports provided for priority registration
- Collaborate with College of Education to streamline tracking of professional education and advanced standing requirements using the Student Information System and DARS
- Successfully transition from a printed *Schedule of Classes* to an online version
- Implement an efficient, secure, user-friendly way to distribute confidential reports electronically and to allow our colleagues to request reports on-demand through a self-service portal
- Implement required online faculty grading
- Explore electronic exchange of transcripts
- Implement Ad Astra scheduling software

- Collaborate with central IT to develop authorization system for expanding access to online DARS based on user association, e.g. college, department, campus, and program-code
- Collaborate with central IT to enable “what-if” DARS for students
- Enhance the online Faculty Class List application to enable authorized user(s) to view associated imaged document(s) for student(s) registered by a Registrar staff member
- Develop an online Tuition Estimator
- Establish a safety and evacuation plan for staff
- Provide professional development and training for staff related to handling difficult customer service situations
- Review internal phone structure to support changing needs
- Review campus-wide classroom building opening policies and procedures (i.e. who is responsible for opening buildings and classrooms and what is the proper notification procedure)
- Explore the possibility for recruiting more Federal Work Study students
- Provide input and plan for the implementation of a new student information system
- Implement new classroom scheduling policy (if approved)
- Implement diploma changes
- Implement new General Education Tier II requirement

Next five years: 2006 – 2011

- Position ourselves for the future by planning for
 - changes in budgeting process (transition to responsibility center budgeting model)
 - possible change in calendar from a quarter-based system to a semester system
 - possible change in scheduling model (decentralized to centralized)
- Improve online services such as
 - tentative/future course offerings
- Implement new online services such as
 - Registrar chat feature
 - room reservations online
- Acquire resources for management of access to data for report requests, etc.
- Exchange transcripts electronically with common trading partners
- Collaborate with University Curriculum Council to improve processes for course approval
- Review current online services and internal procedures to prepare for the transition to a new student information system
- Implement new student information system that provides efficient and improved service to all constituents and utilizes self-service to its fullest extent

Assessment

The Office of the University Registrar continually reviews and evaluates its processes and procedures. The office responds to suggestions and concerns from the University community. Annually, the office reviews accomplishments and discusses goals for the upcoming year.

The Ohio Board of Regents and the Veterans Administration conduct periodic audits of our records. We receive very positive reviews on those audits.

The last Student Treatment Study, administered by Institutional Research in 1999, showed a general increase (compared with 1995) in satisfaction for the Office of the University Registrar based on the few questions related to our office. We would like to see that survey administered on a regular basis with input from the Registrar's Office on the questions included in the survey. We would also like to see a centrally administered Faculty and Staff Treatment Study to provide feedback to the academic support units regarding satisfaction of services provided.

Many staff members are members of and participate in professional development opportunities presented by the Ohio Association of Collegiate Registrars and Admissions Officers and the American Association of Collegiate Registrars and Admissions Officers. This provides opportunities to interact with colleagues from across the state and the nation to compare how we do business with our sister institutions. In addition, the registrars from four-year state-assisted institutions in Ohio meet annually to discuss current issues and trends, which is another opportunity to compare our operations with those around the state.

To facilitate the evaluation of our services we will place a suggestion box in the lobby of Chubb Hall and a feedback form on our Web site. We will also seek feedback from Student Senate and will continue to involve Faculty Senate and the University Curriculum Council as necessary.

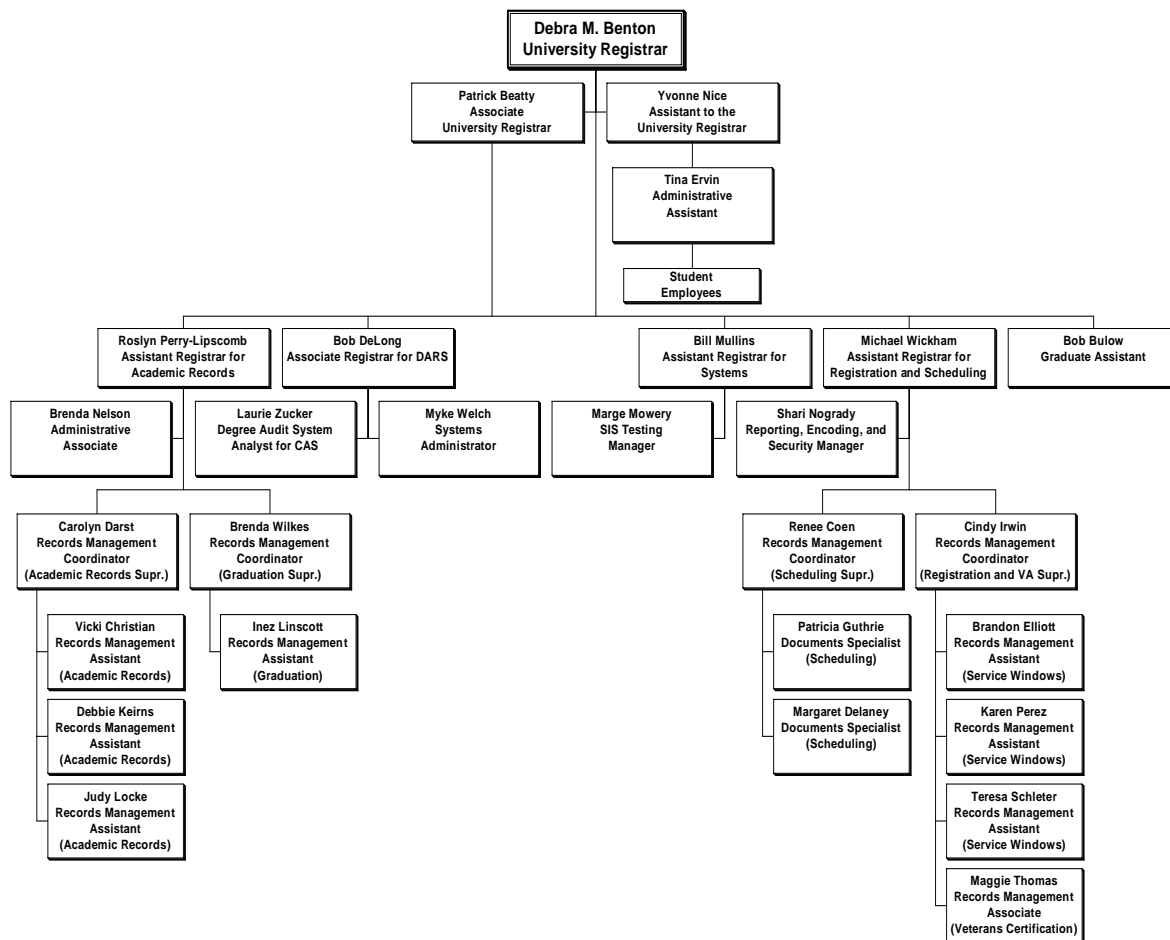
Goals 2006-2007	Measure of Success
Accelerate the imaging of hard-copy records (pre-1985)	Image more records than 2005-2006
Image all registration related documents (i.e. class permissions slips, change orders, cancellations, etc.) as they are processed	Elimination of registration documents to be filed
Collaborate with Environmental Health and Safety to develop an emergency preparedness plan for the office and the University	Participate as requested by EHS and ideally have a plan in place
Present for review Registrar related University policies currently in draft form	Obtain approval of the six outstanding policies

Review internal records security practices and update internal records retention policy	Completion of records retention policy
Implement procedures for a more proactive approach for collecting student contact information such as cell phone, multiple parent addresses, etc.	Update SIS and Web applications to collect contact information and email students quarterly requesting updates
Improve and enhance the online course offerings system	Implement new Course Offerings system
Investigate possibilities for eliminating the printed DARS reports provided for priority registration	Develop and present proposal to Provost and other academic leaders
Collaborate with College of Education to streamline tracking of professional education and advanced standing requirements using the Student Information System and DARS	Processes reviewed and criteria identified and tracked in the Student Information System. DARS is correctly analyzing the results and writing them for the prerequisite process.
Successfully transition from a printed <i>Schedule of Classes</i> to an online version	Online version meets the needs of the University community based on tracked feedback
Implement an efficient, secure, user-friendly way to distribute confidential reports electronically and to allow our colleagues to request reports on-demand through a self-service portal	System in place that meets the needs of our colleagues
Implement required online faculty grading	Ninety-five percent of grades entered online each term
Explore electronic exchange of transcripts	Proposal written outlining requirements to exchange transcripts electronically
Implement Ad Astra scheduling software	All academic departments/schools/colleges/regional campuses using Ad Astra to plan and schedule academic classes
Collaborate with central IT to develop authorization system for expanding access to online DARS based on user association, e.g. college, department, campus, and program-code	Authorization system in place
Collaborate with central IT to enable "what-if" DARS for students	"What-if" DARS available online
Enhance the online Faculty Class List application to enable authorized user(s) to view associated imaged document(s) for student(s) registered by a Registrar staff member	Registration documents processed by registrar staff available online

Develop an online Tuition Estimator	Tuition Estimator available online
Establish a safety and evacuation plan for staff	Plan developed and communicated
Provide professional development and training for staff related to handling difficult customer service situations	Training provided to staff
Review internal phone structure to support changing needs	Call Distribution Software implemented and revised as necessary
Review campus-wide classroom building opening policies and procedures (i.e. who is responsible for opening buildings and classrooms and what is the proper notification procedure)	Documented procedures communicated to those involved
Explore the possibility for recruiting more Federal Work Study (FWS) students	Discussion with Student Financial Aid and Scholarships and ideally increase the number of FWS students
Provide input and plan for the implementation of a new student information system	Student information system vendor selected, implementation team identified, and backfill positions in place
Implement new classroom scheduling policy (if approved)	Provide necessary data to deans for monitoring adherence to policy. Implement procedures for centrally scheduling large classrooms.
Implement diploma changes	New diploma sizes and masthead in place for Fall 2006-2007 graduates
Implement new General Education Tier II requirement	Modify DARS, SIS, online Course Offerings, and Schedule of Classes to effectively communicate the change (At this time not sure if the change goes into effect Fall 2007 or Fall 2008)

Appendix A: Organizational Chart

Ohio University Office of the University Registrar



Appendix B: Registrar Statistics

July 1, 2005 – June 30, 2006

Process	Volume
Course offerings available (total)*	32,363
Diplomas processed*	6098
Dollars assessed in tuition and fees*	\$233 million
Grades recorded (total)*	346,257
Graduation applications (total)	7729
Registration transactions (total)*	631,788
Registration transactions processed by staff*	49,849
Students' academic records changes	11,406
Transcripts processed	35,601
VA enrollment certifications*	1323
Self-Service (online)	
Address changes processed	<i>Not available yet</i>
Advisee Lists viewed	<i>Not available yet</i>
Course Offerings viewed	<i>Not available yet</i>
DARS viewed	45,787 (Oct '05 – Jun '06)
Faculty Class Lists viewed	<i>Not available yet</i>
Grade reports viewed	<i>Not available yet</i>
Grades recorded*	117,361 (Fall – Spring 05-06)
Graduation applications submitted	<i>Not available yet</i>
Registration transactions	487,710
Schedules viewed	<i>Not available yet</i>

*Summer Quarter 2004-2005 – Spring Quarter 2005-2006