UNC | Office of the Registrar

Strategic Plan

Office of the Registrar

2023 - 2026

Office of the Registrar

TABLE OF CONTENTS

University of Northern Colorado

1501 22nd St - Campus Box 50 - Greely, CO 80639

970-351-4862 (Office)/970-351-1870 (Fax)

www.unco.edu/registrar/

Who we are

The Office of the Registrar at the University of Northern Colorado is located in BEAR CENTRAL and reports to the Associate Vice President for Enrollment Management. We serve and support the academic support service needs of students, faculty and staff providing registration, academic records, graduation/enrollment verification, academic compliance enforcement, transfer evaluation, VA certification, tuition classification, NCAA certification, curriculum/catalog, administrative academic scheduling and other related services.

Vision

The Office of the Registrar seeks to provide exceptional service and accurate record-keeping to support the academic mission of the institution.

Mission

In alignment with the mission of the Division of Academic Affairs and UNC's strategic plan—Rowing not Drifting 2030, the Office of the Registrar supports all UNC students in achieving their educational goals and enhances the student first experience by delivering centralized, efficient, and accurate integrated business services in a welcoming and inclusive environment.

As the steward of academic records, the Office of the Registrar works to ensure the integrity and accuracy of student records in an efficient and effective manner, all while upholding academic policies and ensuring compliance with state and federal regulations.

Office staff pursue their mission to enhance the campus stakeholder service experience and bring about a more informed community around academic and administrative policies and procedures in alignment with the Council for the Advancement of Standards in Higher Education.

Website: https://www.unco.edu/registrar/mission_vision.aspx

https://unco.edu/strategic-plan/ (Rowing, Not Drifting 2030)

Definitions

- **AACRAO** - The American Association of Collegiate Registrars and Admissions Officers is a national professional organization and leading voice in higher education that envisions a community centered on learner success driven by professional excellence and leadership in enrollment and academic services.

- **AACRAO SEM** - AACRAO Strategic Enrollment Management

- **CAS** - Council for the Advancement of Standards in Higher Education, a consortium of professional associations in higher education, promotes the use of professional standards for the development , assessment, and improvement of quality student learning , programs, and services.

- **CCHE** - Colorado Commission on Higher Education

- **CDHE** - The Colorado Department of Higher Education We support students, advocate and develop policies to maximize higher education opportunities for all.

- **CollegeSource -** database of digital college catalogs, institution profiles, transcript keys, and other resources.

- **Degree Works** - Academic advising and degree audit tool

- **Ellucian Banner** - UNC's Student Information System used to manage and support data collection, work flow processes, admissions processing, financial aid, finance, human resources, etc.

- **GDPR -** General Data Protection Regulation is the EU privacy and security laws.

- **gtPathway** - State of Colorado's Guaranteed Transfer (GT) Pathways General Education Curriculum

- **ISSP -** Institute for Student Services Professionals

- **NCAA** - The National Collegiate Athletic Association a member-led organization, was founded in 1906 to regulate the rules of college sport and protect young athletes.

- **NASPA -** National Association of Student Personnel Administrators

- **RMACRAO** - The Rocky Mountain Association of Collegiate Registrars and Admissions Officers is the regional professional association for Admissions and Registrar staff and encompasses the state of Wyoming, Colorado and New Mexico.

- **VA** - The Veterans Administration, through the Veterans Benefits Administration, helps servicemembers transition out of military service, and assists with education, home loans, life insurance and much more.

- **25Live** - is an online interface used to reserve and request classroom and event space on campus.

Professional Ethical Standards

The Office of the Registrar at the University of Northern Colorado seeks to maintain standards of ethical practice and conduct within the context of an academic records unit and is achieved through our **4 CORE** values:

Integrity

- Safeguard the academic integrity of the University of Northern Colorado.

- Office of the Registrar staff abide by professional ethics and practice as outlined by American Association of Collegiate Registrars and Admissions Officers.

- Published information will be accurate and timely.

Security and Compliance

- Abide by the Family Educational Rights and Privacy Act guidelines for maintaining the privacy and use of student academic records.

- Provide training to internal and external stakeholders regarding the use and disclosure of student academic records.

- Publish and disseminate UNC's practice and policy governing the confidentiality and privacy of student records.

Respect Equality and Diversity

- Office of the Registrar staff will be fair, objective, and impartial in their interactions with campus stakeholders.

- Office of the Registrar seeks to promote a diverse, equitable and inclusive environment.

- Work to understand our students on an individual/situational level.

- We respect the need to be adaptable to changing circumstances while still abiding by the policies we are entrusted to enforce.

Responsibility

- Office of the Registrar staff will perform their duties within the limits of their positions, training, expertise, and competence.

- Office of the Registrar staff will avoid conflicts between personal interests and professional responsibilities.

Strategic Summary

The Office of the Registrar at the University of Northern Colorado seeks to provide exceptional, high-quality service in support of the of the mission of the Division of Academic Affairs and UNC's strategic plan—Rowing not Drifting 2030, as well as the academic mission of the institution.

The specific goals that follow provide a rolling three year framework and strategic direction for the Office of the Registrar.

The specific goals reflect:

- a desire to improve institutional collaboration, communication and care for the students, faculty, and staff the Office of the Registrar serves every day.

- a desire to continuously create an enduring culture of operational improvements, enhancements, and efficiencies for the betterment of the academic mission of the institution.

- a commitment to excellence in all aspects of institutional engagement from the Office of the Registrar's leadership and staff.

- a desire to adopt "best practices" in all aspects of office operations and practice.

- a desire to enhance the integration and use of technological practices that best meet the needs of campus constituents

- a desire to strengthen regulatory and compliance expectations from external agencies, such as the Higher Learning Commission, the Department of Education, the Colorado Department of Higher Education, the Veteran's Administration, the NCAA, etc.

- a desire to maintain high ethical standards in practice and procedures as an academic records unit.

- a desire to respect equality and diversity amongst the campus community we serve.

Strategic Goals Summary

Goal 1
Strengthen position/relationships on campus

Goal 2
Strengthen process effectiveness and efficiencies/continuous quality improvements

Goal 3
Strengthen technological enhancements and solutions

Goal 4
Strengthen business continuity planning and operational assessment

Goal 5
Improve employee development/Increase expert base

Goal 6
Data accuracy, integrity and compliance

Goal 7
Strengthen regulatory compliance efforts

Goal 8
Promote a diverse, equitable and inclusive work environment

Strengthen position/Relationships on Campus

It is critical that the Office of the Registrar maintains collaborative and effective relationships with campus stakeholders.

Initiative 1.1: Maintain relationships with other administrative departments

- Maintain staff engagement with campus stakeholders that directly or indirectly impact services provided by the office; academic/admin department meetings, Liberal Arts Council, Academic Policies Committee, Undergraduate Council, New Student Orientation, Faculty Senate, Athletics, Dean of Students, Office of Global Engagement, etc.

Initiative 1.2: Promoting stronger communication with other units

- Promote ongoing consistent conversations with other functional/academic units; invite external staff to attend staff meetings to maintain a better understanding of other office operations.

- Initiate cross-training conversations with the Office of Financial Aid, Bursar and Admissions staff to improve communication within Bear Central.

Initiative 1.3: Developing opportunities to communicate with students

- Ongoing review of messaging to students, faculty and staff with assistance from Communications Strategist.

- Developing bi-lingual communication and web content

"Break down barriers between departments."

W. Edwards Deming, 1982

Goal 2

Strengthen Process Effectiveness and Efficiencies/

Continuous Quality Improvements

The Office of the Registrar regularly commits to evaluating and assessing office operations as a means to improve our effectiveness and efficiency in delivering services to the campus community.

Initiative 2.1: Maintain electronic operations manuals

- Maintain current electronic office operations procedures in Confluence to ensure academic data integrity, customer service , and ongoing office operations.

- Maintain a culture of continuous quality improvement in office operations.

Initiative 2.2: Maintain a culture of continuous service improvement

- Routinely evaluate unit processes, procedures, policies, and practices to assess impact and outcomes internally and externally.

- Routinely evaluate staff processes and introduce process automation to reduce staff workload and increase efficiencies.

"Find problems. It is management's job to work continually on the system."

W. Edwards Deming, 1982

Goal 3

Strengthen technological enhancements and solutions

The Office of the Registrar routinely reviews and assesses the technological needs to enhance office operations and improve the technological service needs of the campus community.

Initiative 3.1: Adapt e-service technology

> • Develop processes and procedures electronic data exchange/sharing services with vendor supported platforms.

Initiative 3.2: Continued development of workflow technology

> • Continue to incorporate workflow processes into OnBase to improve the student service experience.

Initiative 3.3: Continually enhance web services and information

> • Annually review web content to assure accuracy of information for internal/external users.

Initiative 3.4: Student Information System training and updates

> • Provide training opportunities for Banner 9 update with new releases.

Initiative 3.5: Continually enhance e-service technology for campus community

> • Regularly review RO technologies services and continually seek to enhance system tools for campus usage.

Goal 4

Strengthen business continuity planning

The Office of the Registrar will develop a plan to prepare for unforeseen risks that would interrupt office operations and service.

Initiative 4.1: Develop business continuity plan

• Create operations manual detailing response plan when unforeseen events occur that impact office operations and service.

• Develop backup operational service plan.

Goal 5

Improve employee development/Increase expert base

The Office of the Registrar only functions effectively and efficiently when staff feel adequately informed and empowered to do their respective tasks.

Initiative 5.1: Maintain culture of awareness of operational best practices

- Offer staff opportunities to engage other administrative units from across campus.

- Allow for opportunities for involvement in professional development opportunities (RMACRAO, AACRAO, 25LIVE, VA, NCAA, Ellucian/Degree Works, SEM, NAFSA, ISSP, CollegeSource, etc.)

Initiative 5.2: Provide professional development opportunities to build employee culture of awareness around student life cycle.

- Offer staff opportunities to educate themselves, attend professional development opportunities, and to grow in their respective knowledge in supporting student success from matriculation to graduation.

Data accuracy and integrity

As UNC's academic data steward, the Office of the Registrar works improve data accuracy and integrity as a means to strengthen and maintain sound information gathering.

Initiative 6.1: Maintain routine data integrity checking reports

- Maintain use of internal data integrity reports to assure accurate data processing of student records

Initiative 6.2: Coordinate with Banner Student team to support ongoing management of coding/operational processes that strengthens data accuracy and integrity.

Goal 7

Strengthen regulatory compliance efforts

The Office of the Registrar regularly assists with UNC's need to comply with state and federal regulatory requirements related to financial aid, course transfer, GDPR, gtPathways, etc.

Initiative 7.1: Continually build awareness of state and federal compliance expectations

- In coordination with the AVP for UG Studies and the AVP for Strategic Enrollment, maintain awareness of state expectations/requirements from CCHE, CDHE, GEC, etc.

Initiative 7.2: Regularly review academic policies for effectiveness and enhancements

- Working with staff to regularly review UG and GR catalog policies to assure usefulness and effectiveness of each.

- Working with staff to identify gaps in policy that can improve student success and support.

Promote a diverse, equitable and inclusive work environment

The Office of the Registrar supports efforts to .

Initiative 7.1: Continually build awareness of state and federal compliance expectations

- In coordination with the AVP for UG Studies and the AVP for Strategic Enrollment, maintain awareness of state expectations/requirements from CCHE, CDHE, GEC, etc.

Associated Strategic Plan	Initiative	Solution/Accomplishment
2011– 2013	1.1	Extensive increase in staff involvement in campus committees, teams, and/or professional experiences. Ongoing over 7 years
	1.2	Increased communication to students, faculty, advisors, and staff on RO tasks, process changes, policy updates, etc. Annual reduction in phone calls into RO as communication out to campus becomes more effective. Over a 10% reduction in phone calls in the past 4 years (2014-2017). Ongoing over last 4-5 years.
	1.3	Extensive review and update of institutional/academic policy over a 6 year period; proper documentation within UG and GR catalogs. Strengthening policy adherence and enforcement. Ongoing for 7 years.
	2.1	Created exhaustive operations manual for RO. Over 250+ pages of step by step processes. Continually updated each year. Now housed in Confluence; digital library for easy retrieval. Ongoing for 7 years
	2.2	Extensive migration of paper forms to electronic format. Implementation of OnBase. Ongoing for past 2-3 years

Summary: Service, Process and Policy Improvements.
2011-2023

Associated Strategic Plan	Initiative	Solution/Accomplishment
2011-2013	2.3	Extensive cross-training efforts employed/continued. Established 2-3 in core operational functions; ongoing for 6 years
	3.1	Acquisition of e-catalog system; SmartCatalog; 5 years to date.
		Digital archives of ALL institutional catalog/bulletins back to 1890; partnership with Library services; http://unco.smartcatalogiq.com/
		Acquisition of e-transcript; Parchment. Significant reduction of paper request to e-requests
	5.1	Increased staff involvement in state, regional and national professional organizations. (RMACRAO, AACRAO, etc.). Study abroad records processing; eliminating awarding of credit not earned, etc.
	7.1	Increased campus-wide awareness around federal compliance efforts; APC, Faculty Senate, catalog policy updates, adherence to policy, etc.
2013-2015	1.3	Continual review of academic policy language with APC and Faculty Senate; including LAC and UGC. As policy enforcement improved re-write of catalog language continued at the academic unit level
	2.5	Routine review of processes, procedures, policies to assess impact on internal and external outcomes

Associated Strategic Plan	Initiative	Solution/Accomplishment
2013-2015	6.1	Implementation of a myriad of data integrity checking reports to increase and maintain high level of data accuracy for campus community
	7.1/7.2	Creation of Academic Compliance committee in coordination with Provost's Office; expanding academic regulatory compliance awareness on campus http://www.unco.edu/provost/compliance/
2015-2017	2.4	Sending term based notification emails on policy and processes to faculty
	3.1	Implement/launch Degree Works course audit tool to campus community
		Implement/launch e-diploma system; Paradigm
		Implement Transferology; course transfer library http://www.unco.edu/registrar/transfer/transferology.aspx
	3.2	Expand usage of workflow technology to campus community
	3.3	Re-vamp of RO website to improve access to important information. Launched web portal instructor add/drop/withdrawal schedule for courses taught; improved awareness on important dates

Associated Strategic Plan	Initiative	Solution/Accomplishment
2015-2017	3.4	Implement Transferology; course transfer library http://www.unco.edu/registrar/transfer/transferology.aspx
	4.2	Creation of ops manuals established operational strategy when staff off-board; easier training experience and access to job responsibilities
2017 –2019	1.3	Implement technological enhancements to communicate key messaging to students: • Implementation of EMMA for student outreach, which included communication of graduation deadlines, events, outstanding graduation requirements. • Change of registration time initiative; SESS communication timeline around registration and subsequent outreach handoff to colleges • Use of EMMA for Grade Replacement, Probation/Suspension, Incomplete Grading, etc. • Use of Twitter and FaceBook to communicate registration times, etc.

Associated Strategic Plan	Initiative	Solution/Accomplishment
2017-2019	2.1	Maintain current electronic office operations procedures to ensure academic data integrity and customer service
		• Built operations manuals into Confluence; online digital library.
		• Updated all service pages to reflect new Banner screens
	2.2	Routinely evaluate unit processes, procedures, policies, and practices to assess impact and outcomes internally and externally.
		• Migrated all RO forms into On-Base workflow system
		• Worked collaboratively with IT to automate various office processes:
		• Graduation end of term process; reduced clearing of degree process by two weeks
		• Automated PIN assignments; reduced about 20 hours of staff work
		• Dual Enrollment registration from paper to online

Associated Strategic Plan	Initiative	Solution/Accomplishment
2017-2019	3.1	Adapt e-service technology
		• Launched e-diploma service in Fall 2019
		• Launched Electronic transcript 3rd party ordering in Fall 2018
		• Launched Smart Catalog curriculum workflow in Summer 2019
		• NCAA worksheet processing electronically beginning Fall 2018
	3.2	Continued development of workflow technology
		• Built/launched Directed Study and Non-Scheduled forms into OnBase in Summer 2019
	6.1	Maintain routine data integrity checking reports
		• Worked with SOAR to develop the "No-Major" hold appworks job; reduced SOAR workload
		• Report caster to identify students who go from Business to Non-Degree no major declared; reduced SOAR workload
		• Developed VA certification report; consolidated several reports into 1 data integrity report.

Associated Strategic Plan	Initiative	Solution/Accomplishment
2017-2019	7.3	• Developed policy and procedure in coordination with GR Dean for APCE internship program students to document FT status http://unco.smartcatalogiq.com/Current/Graduate-Catalog/General-Information/Policies-and-Procedures/Full-Time-and-Part-Time-Enrollment-Status
		• Develop policy and operational processes to capture change in FT/PT status of GR students who are involved in internship/practicums in specified programs
		• Develop guidelines for exceptions to Full Time/Part Time status at the Graduate Level
2018-2020	2.2; 3.4	• FERPA Proxy
	2.2; 5.1	• 25Live on Campus training
2020-2023	2.2; 3.2	• Build Major/Minor change form into OnBase
	1.3	• Hiring of Comm FTE to improve messaging to students on reg related items

Associated Strategic Plan	Initiative	Initiative Assessment/Solution
2021-2023	1.3	• Migrated all student communications into SLATE with assistance of Communication Specialist.
	7.3	• In coordination with various academic units and APC, established FT/PT Status Exception policy and process.
		https://unco.smartcatalogiq.com/Current/Graduate-Catalog/General-Information/Policies-and-Procedures/Full-Time-and-Part-Time-Enrollment-Status
	4.2	• Developed operational strategy for when staff exit the office and are not replaced. Confluence manual.
	2.2	• Added veteran students to priority registration matrix.
	3.2	• Built OnBase Grade Replacement application for GR students that supports new GR policy.
2022-2025	**3.3, 1.3**	• Creation of FERPA Proxy videos; one in Spanish.
		https://www.unco.edu/registrar/ferpa.aspx

Associated Strategic Plan	Initiative	Initiative Assessment/Solution
2022-2025	3.3	• Creation of DW Planner video as mechanism for registration
		https://www.unco.edu/registrar/registration/ready-set-register.aspx
		• Creation of DW Planner training manual for faculty and professional advisors.
		https://www.unco.edu/registrar/faculty-staff/help-sheets.aspx
		• Launched new Parchment 9 storefront for improved user experience for students/alums ordering transcripts
		• Improved curriculum workflow by adding Registrar office staff as initial reviewer to minimize curriculum submission errors.
		• Implemented change in registration status/process to better manage student athlete registration processing.
		• Created and hired new SIS system specialist position.
	3.4	• Re-structured team by adding new assistant registrar to oversee BC and Transfer services
	2.2	• Implemented process to evaluate applicant transfer student transcripts in order to provide a more timely review of records for prospective students.

Associated Strategic Plan	Initiative	Initiative Assessment/Solution
2022-2025	2.1	• Implemented DW process to confer degrees for students at 100% complete which reduced staff time in clearing degrees at end of term.
	2.2/7.3	• Coordinated with Academic Policies Committee to implement the following catalog policy enhancements:

- Grade Submission

- Grade Replacement—GR School

- Late Add Registration

- CORE Initiative

- Retroactive Degree Conferral

- Registration structure for ASLS Internship/Externship courses

- Concurrent Degrees and Multiple Majors

- HB22-1049 CONCERNING PROHIBITING A POSTSECONDARY INSTITUTION FROM MAKING PAYMENT OF AN OUTSTANDING BALANCE ON A STUDENT'S ACCOUNT A CONDITION OF ISSUING THE STUDENT'S DOCUMENTS.

- Enrollment Status/Intensive English Program Students

Associated Strategic Plan	Initiative	Initiative Assessment/Solution
2022-2025	2.2	• Elimination of NR grading process to address Financial Aid considerations.
		• Time status for doctoral candidacy students.
	1.3	• Enhanced communication narrative in OnBase response platform
		• Organized all RO communications with the assistance of EM Communication Strategist
	5.3	• Moved Dual Enrollment processing/outreach to admissions in order to provide a more responsive structure to HS students and families
	5.1	• Staff attended and presented the following PD opportunities:

- AACRAO SEM
- RMACRAO
- AACRAO
- 25Live
- VA-Waves
- NCAA
- Ellucian
- Degree Works
- Big Sky Conference
- SHEEO Higher Education Policy Conference
- ISSP

Associated Strategic Plan	Initiative	Initiative Assessment/Solution
2022-2025	1.1	• Staff presented to campus community:
		• NCAA rules/regs to Advising network
		• Degree Works Planner to Advising Network
		• Transfer team met with all academic units to review/discuss transfer evaluation process
	6.1	• Updated STU286 Missing Grade report which allows RO staff to track missing grade deadlines for all courses, that enhances FA awarding support.
	7.1	• CDHE Initiatives:
		• HB21-1330 CORE Initiative
		• HB22-1049 Prohibiting Transcript and Diploma Withholding
		• HB22-1255 Disability Advisory Committee
		• SHEEO/Gardner Institute State Transfer Policy Project
		• VA Initiatives:
		• DoD Vol Education Compliance Review
		• 85/15 Rule

Associated Strategic Plan	Initiative	Initiative Assessment/Solution
2022-2025	5.1	• RO Managers attended Potential Unleashed Diversity Workshop
	2.2	• The Graduation Honors Verification (Latin Honors) checklist will appear after the student has completed 85 or more credits. This will provide some advance notification to students and advisors in regards to Latin Honors.
	3.1	• Automated student athlete SGASPRT record and application of athlete hold.
		• Petition to Late /Repeat notification process; notifies students throughout term as courses are added.
	3.2	• Migrated Residency Tuition form from PDF to OnBase
	3.5	• Implemented Transfer Evaluation Services (TES) workflow module as a way to standardize transfer course evaluations.
		• Launched enhanced Excel process for NCAA certification process.
	2.2	• Implemented the utilization of Degree Works data to improve the degree conferral process, reducing processing time by 4 days..