



Office of the Registrar

# Strategic Plan

Office of the Registrar

2022 - 2025



# Office of the Registrar

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### **University of Northern Colorado**

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# Mission/Vision

## Who we are

The Office of the Registrar at the University of Northern Colorado is located in BEAR CENTRAL and reports to Associate Vice President for Enrollment Management. We serve 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

In alignment with *Rowing, Not Drifting 2030*, The Office of the Registrar at the University of Northern Colorado seeks to support the campus community providing exceptional service to students, faculty and staff. The Office of the Registrar will provide student-centric customer service, maintain academic data integrity and accuracy in record keeping, and support of student persistence and retention efforts. In addition, the Office of the Registrar seeks to maintain high ethical standards and practices in its operations.

## Mission

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 policy and ensuring compliance with state and federal regulations.

In alignment with the mission of Bear Central, the Office of the Registrar also supports all UNC students in achieving their educational goals and enhances the student experience by delivering centralized, efficient, and accurate integrated business services in a welcoming and inclusive environment.

Office staff pursue it's mission to enhance the campus stakeholder service experience and bring about a more informed community around academic and administrative policies and procedures.

Website: [https://www.unco.edu/registrar/mission\\_vision.aspx](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.
- **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.
- **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.
- **CDHE** - The Colorado Department of Higher Education We support students, advocate and develop policies to maximize higher education opportunities for all.
- **CCHE** - Colorado Commission on Higher Education
- **gtPathway** - State of Colorado's Guaranteed Transfer (GT) Pathways General Education Curriculum
- **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.
- **AACRAO SEM** - AACRAO Strategic Enrollment Management
- **Ellician Banner** - UNC's Student Information System used to manage and support data collection, work flow processes, admissions processing, financial aid, finance, human resources, etc.
- **Degree Works** - Academic advising and degree audit tool
- **25Live** - is an online interface used to reserve and request classroom and event space on campus.
- **Watermark/SmartCatalog** - Curriculum and catalog software management system



# 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 staff 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 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 continuously create an enduring culture of operational improvements, enhancements, and efficiencies for the betterment of the academic mission of the institution.
- a desire to improve institutional collaboration, communication and care for the students, faculty, and staff the Office of the Registrar serves every day.
- 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 Admin, the NCAA, etc.
- a desire to maintain high ethical standards in practice and procedures as an academic records unit.



# 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**

**Goal 5 - Improve employee development/Increase expert base**

**Goal 6 - Data accuracy, integrity and compliance**

**Goal 7- Strengthen federal compliance efforts**



# Goal 1

## **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, Orientation, Faculty Senate, Athletics, Dean of Students, 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 and Bursar 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.

“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 continual office operations as staff transition in and out.
- 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 that enhance office operations and improves the technological service needs of the campus community.

#### Initiative 3.1: Adapt e-service technology

- Electronic data exchange project/course data sharing and receiving via Parchment system.

#### Initiative 3.2: Continued development of workflow technology

- Build residency petition form into OnBase.

#### 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: Build API bridge between Banner and Watermark/SmartCatalog

- Work with IM&T to create ethos bridge that automatically shares data fields between Banner and Smartcatalog (Watermark).



## 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 event(s) 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 Elucian/Degree Works, SEM, etc.)

#### Initiative 5.2: Build culture around retention, persistence and enrollment efforts

- 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.

#### Initiative 5.3: Improve registration process to support the administrative functions associated with Dual Enrollment

- In coordination with Office of Admissions, provide continued administrative support to improve registration processing.
- In coordination with Admissions and Bursar build culture of outreach to area HS students enrolled in DE.



# Goal 6

## 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: GDPR Compliance

- Training staff and leadership regarding the institutional expectations for the General Data Protection Regulation requirements
- Develop operational guidelines on GDPR

Initiative 7.3: 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.



# Summary of Accomplishments 2011-2022

Strategic Plan Year	Initiative	Solution/Accomplishment
2011– Present	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
	2.2	Extensive migration of paper forms to electronic format. Implementation of OnBase. Ongoing for past 2-3 years



# Summary of Accomplishments 2011-2022

Strategic Plan Year	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; <a href="http://unco.smartcatalogiq.com/">http://unco.smartcatalogiq.com/</a>  Acquisition of e-transcript; Parchment. Significant reduction of paper
	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





# Summary Accomplishments 2011-2022

Strategic Plan Year	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 <a href="http://www.unco.edu/provost/compliance/">http://www.unco.edu/provost/compliance/</a>
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 <a href="http://www.unco.edu/registrar/transfer/transferology.aspx">http://www.unco.edu/registrar/transfer/transferology.aspx</a>
	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



# Summary Accomplishments 2011-2022

Strategic Plan Year	Initiative	Solution/Accomplishment
2015-2017	3.4	Implement Transferology; course transfer library <a href="http://www.unco.edu/registrar/transfer/transferology.aspx">http://www.unco.edu/registrar/transfer/transferology.aspx</a>
	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	<p>Implement technological enhancements to communicate key messaging to students:</p> <ul style="list-style-type: none"> <li>• Implementation of EMMA for student outreach, which included communication of graduation deadlines, events, outstanding graduation requirements.</li> <li>• Change of registration time initiative; SESS communication timeline around registration and subsequent outreach handoff to colleges</li> <li>• Use of EMMA for Grade Replacement, Probation/ Suspension, Incomplete Grading, etc.</li> <li>• Use of Twitter and FaceBook to communicate registration times,</li> </ul>



# Summary of Accomplishments 2011-2022

Strategic Plan Year	Initiative	Solution/Accomplishment
2017-2019	2.1	<p>Maintain current electronic office operations procedures to ensure academic data integrity and customer service</p> <ul style="list-style-type: none"> <li>Built operations manuals into Confluence; online digital library.</li> <li>Updated all service pages to reflect new Banner screens</li> </ul>
	2.2	<p>Routinely evaluate unit processes, procedures, policies, and practices to assess impact and outcomes internally and externally.</p> <ul style="list-style-type: none"> <li>Migrated all RO forms into On-Base workflow system</li> <li>Worked collaboratively with IT to automate various office processes:               <ul style="list-style-type: none"> <li>Graduation end of term process; reduced clearing of degree process by two weeks</li> <li>Automated PIN assignments; reduced about 20 hours of staff work</li> <li>Dual Enrollment registration from paper to online</li> </ul> </li> </ul>



# Summary of Accomplishments 2011-2022

Strategic Plan Year	Initiative	Solution/Accomplishment
2017-2019	3.1	Adapt e-service technology <ul style="list-style-type: none"> <li>Launched e-diploma service in Fall 2019</li> <li>Launched Electronic transcript 3rd party ordering in Fall 2018</li> <li>Launched Smart Catalog curriculum workflow in Summer 2019</li> <li>NCAA worksheet processing electronically beginning Fall 2018</li> </ul>
	3.2	Continued development of workflow technology <ul style="list-style-type: none"> <li>Built/launched Directed Study and Non-Scheduled forms into OnBase in Summer 2019</li> </ul>
	6.1	Maintain routine data integrity checking reports <ul style="list-style-type: none"> <li>Worked with SOAR to develop the “No-Major” hold appworks job; reduced SOAR workload</li> <li>Report caster to identify students who go from Business to Non-Degree no major declared; reduced SOAR workload</li> <li>Developed VA certification report; consolidated several reports into 1 data integrity report.</li> </ul>



# Summary of Accomplishments 2011-2022

Strategic Plan Year	Initiative	Solution/Accomplishment
2017-2019	7.3	<ul style="list-style-type: none"> <li>Developed policy and procedure in coordination with GR Dean for APCE internship program students to document FT status <a href="http://unco.smartcatalogiq.com/Current/Graduate-Catalog/General-Information/Policies-and-Procedures/Full-Time-and-Part-Time-Enrollment-Status">http://unco.smartcatalogiq.com/Current/Graduate-Catalog/General-Information/Policies-and-Procedures/Full-Time-and-Part-Time-Enrollment-Status</a></li> <li>Develop policy and operational processes to capture change in FT/PT status of GR students who are involved in internship/practicums in specified programs</li> <li>Develop guidelines for exceptions to Full Time/Part Time status at the Graduate Level</li> </ul>
2018-2020	2.2; 3.4	FERPA Proxy
2018-2020	2.2; 5.1	25Live on Campus training
2020-2023	2.2; 3.2	Build Major/Minor change form into OnBase
2020-2023	1.3	Hiring of Comm FTE to improve messaging to students on reg related items



# Goal/Initiative Accomplishments 2011-2022

Strategic Plan Year	Initiative	Solution/Accomplishment
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.  <a href="https://unco.smartcatalogiq.com/Current/Graduate-Catalog/General-Information/Policies-and-Procedures/Full-Time-and-Part-Time-Enrollment-Status">https://unco.smartcatalogiq.com/Current/Graduate-Catalog/General-Information/Policies-and-Procedures/Full-Time-and-Part-Time-Enrollment-Status</a>
2021-2023	4.2	Developed operational strategy for when staff exit the office and are not replaced. Confluence manual.