Office of the Registrar
2023-2028 Five Year Strategic Plan

Vision

The University Registrar will strive to be recognized as a flagship operation of Elon University and a leader on theinternational stage. The office will strive to be regarded as a nexus of innovation, with aspirant institutions frequently turning to the Office of the Registrar as a source of inspiration and change. The staff of the University Registrar will continue to be considered agents of change, restless to build innovative solutions that promote student centered changes first and foremost. The University Registrar will employ progressive business practices in all facets of our work.

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 encourage 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 individualneeds and preferences

Technical Knowledge

- <u>Revise the department website (ongoing)</u>:

Rise

The department website and its component webpages will continue to be revised and reorganized to provide maximize navigability, increase click-through rate (reducing phone call volume) and improve overall usability. Lists of link resources need to be reorganized, with obsolete information will be deleted. A review of aspirant institutional websites will continue to set the standard for website updates.

- <u>Link the academic catalog to the SIS to push approved curricular modifications automatically</u>:

Rise

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.

Functional/Operational Improvements

- <u>Identify and develop core competencies for Student Assistants</u>:

Learn

As a complement to the Student Assistant manual, documented Core proficiencies will support studentsand 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.

- <u>Continue to document Registrar processes in Microsoft Teams Identifying and develop core proficiencies that any new employee to the office can follow</u>:

Learn

The Office of the Registrar handles a high volume of complex duties and responsibilities. The office has selected Microsoft Teams to collect and standardize

information related to core business processes to maintain institutional knowledge for future staff members to follow.

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

Rise

Summer College continues to be a significant source of revenue each academic year, but it remains undiversified and unregulated by department chairs. 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. Following the reduction of faculty teaching Summer College, the Registrar will work with the Provost's Office to discuss using contracted adjunct faculty to teach high demand courses.

- <u>Collaborate with Global Education Center (GEC) to forecast impact of study abroad participationon semester class schedule demands</u>:

Rise

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.

- <u>Develop and implement additional automation of the external credit evaluation and posting process.</u>

Rise

This will provide faster turnaround for students and relieve the office staff of data entry functions, allowing that time to be used on data review and maintenance.

Student Experience Improvements

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

Learn

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 Elon Experiences Visual transcript. The Registrar's Office will continue to embed more information into the certification process of the CeDiploma to help potential employers understand the program outcomes of earning an Elon degree while also enhance students' ability to market themselves to potential employers and graduate schools. Proper education and marketing initiatives are needed to fully help students understand the potential of the tools at their disposal. Furthermore, this collaboration may inform the development of other credentials and tools. Additionally, the Registrar's Office is charged with creating badges and an internal version of a record that helps students talk about the comprehensive Elon experience.

- <u>Collaborate with Enterprise Solutions to create equity in the registration process (in – progress)</u>:

Thrive

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 otherwiseacademically equal. The Office of the

Registrar Application Technologies to determine a better method for assigning registration access.

- Survey technologies to assist with institutional Scheduling:

The Office of the Registrar should appraise options to assist departments with accurate scheduling of courses. Systems must be available and measure their potential with respect to the other tools that thecommunity is expected to use, the catalog and the degree audit.

- Improve Summer College analytics by extrapolating forecasting techniques to standard terms

Rise

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 theOffice of the Registrar to isolate successful techniques and improve others. Lessons learned from these analytic exercises can then be applied to standard terms.

- Continue to explore micro-credentials on a university-wide level (in-progress)

Rise

The LSB currently offers certifications in specific skills and technologies. Explore a university-wide process for development, approval, documentation, and incorporation of micro-credentials into the Elon curriculum and student credentials. This may include micro-master's programs, certificates, and prior learning assessment policies.

Collaborative Decision-Making and Consensus-Building

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

Learn

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.

Professional Development

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

Thrive

Continue trend of attending conferences and other professional meetings with the intent to present. 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 highereducation. 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, ApplicationTechnologies, 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 andabroad, 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 all 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 Registrar's staff often creates 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, dataintegrity, 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 Excellence 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 departmentalinitiatives; 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 adeptare 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, informationsessions, and 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

Connect

Nurture existing campus partnerships (e.g., advising) and cultivate new campus partnerships (e.g., Institutional Research) to expand the reach and influence of the Office of the Registrar. Participants in 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 and retaining university enrollment thereby increasing financial obligations

Rise

Develop a strong understanding of the President's and Provost's goals with respect to enrollmentgrowth 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 and Fall term registration during the summer

Learn

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 theRegistrar 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.

Boldly Elon

Learn Innovative teaching and learning in an era of opportunity
Building upon decades of curricular innovation and national leadership in experiential learning, we will:
- Set the standard for engaged learning and mentoring
- Implement a distinctive model for STEM, engineering, nursing and data competency
- Innovate teaching and learning across the curriculum and for a lifetime

Thrive An inclusive and healthy community for success
We will enable students, faculty and staff to experience a greater sense of belonging and support by:
- Advancing a more diverse, equitable and inclusive community
- Cultivating a culture of health and well-being on a vibrant residential campus
- Championing Elon's exceptional faculty and staff

Connect Lifelong partnerships near and far
In the decade ahead, we will invest in connections near and far by:
- Engaging in lifelong partnerships with our talented alumni
- Partnering with communities to transform the future
- Celebrating Phoenix athletics on and off the field

Rise Positioning the university for the future
BOLDLY ELON will sharply define the university's value, market position and distinction nationally and internationally by:
- Expanding Elon's admissions footprint
- Significantly increasing need- and merit-based scholarships
- Increasing graduation and retention rates
- Adding academic programs and securing Elon's position as the global leader in engaged learning.