Executive Summary

College **Vision, Mission & Values**

Vision Statement

Salt Lake Community College will be a model for inclusive and transformative education, strengthening the communities we serve through the success of our students.

Mission Statement

Salt Lake Community College is your community college. We engage and support students in educational pathways leading to successful transfer and meaningful employment.

Values

Collaboration We believe we're better when we work together. *Community* We partner with our community in the transformative, public good of educating students. *Inclusivity* We seek to cultivate an environment of respect and empathy, advanced by diverse cultures and perspectives. *Integrity* We do the right things for the right reasons. *Innovation* We value fresh thinking and encourage the energy of new ideas and initiatives. *Learning* We learn as a college by building outstanding educational experiences for students and by supporting faculty and staff in their professional development. *Trust* We build trust by working together in good faith and goodwill to fulfill the College's mission.

SLCC**'s Division of Student Affairs Purpose Statement**

The purpose of the Division of Student Affairs is to enrich lives through innovative, inclusive, and caring approaches that remove access barriers to higher education and improve student learning and academic success, persistence and retention, and goal completion.

Office of the Registrar Overview

The Office of the Registrar (ORAR) is responsible for maintaining timely and accurate records of academic progress and to also ensures the privacy and security of student records. ORAR serves as the data custodian for student academic records and the functional owner of the student module of the institutions student information system (SIS) Banner.   In addition, the Office of the Registrar is responsible for a variety of services and supports for students, staff and faculty related to the students' academic record, registration, grades, enrollment

certification, articulation of transfer credit, graduation processes, release of transcripts, and compliance.

Office of the Registrar Purpose Statement

The purpose of the Office of the Registrar and Academic Records is to serve students, staff, faculty and our community; to ensure the accuracy, integrity, and compliance for academic records; and to implement effective college policies and procedures resulting in student academic achievement.

Department **Goals**

1. **Technical**
    i. **Revise Department website (ongoing).**
       The Office of the Registrar department website and its component webpages will continue to be revised and reorganized to provide maximized navigability, increase click-through rate (reducing phone call volume) and improve overall usability. Lists of link resources need to be reorganized; obsolete information will be deleted. A review of other institutional websites will continue to set the standard for website updates.
    ii. **SIS push approved processes (ongoing).**
       Moving manual processes to page builder to allow for automation. Processing like program changes, faculty grade changes, incomplete grade process and other manual office processes.
2. **Functional/Operational Improvements**
    i. **Identify and develop core competencies for ORAR Staff.**
       Document core proficiencies that will support staff members to maintain a connection between routine work and long-term goals, traits and mindsets (e.g. business communication, rapport, taking initiative etc.). Align to appropriate AACRAO core proficiencies.
    ii. **Document procedures/processes.**
       The Office of the Registrar handles a high volume of complex duties and responsibilities. Utilize Microsoft Teams/SharePoint to collect and standardize information related to core business processes to maintain institutional knowledge for future staff members to follow.
3. **Student Experience Improvements**
    i. **Improve student registration tools.**
       The Office of the Registrar should appraise options to assist departments with cohort registrations. Systems must be available and measure their potential with respect to the other tools that the community is expected to use, the banner registration tool and College Scheduler.
    ii. **Improve Summer Bridge analytics by extrapolating forecasting techniques to standard terms.**

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

4. **Collaboration**

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

    ii. **Collaborate more closely and more frequently with Data, Science & Analytics.**
    The Registrar's staff often creates reports, conduct research, and execute critical enrollment processes that overlap with the work done by Data, Science & Analytics (DSA). Improved coordination, exchange of information, and adoption of best practices between the Office of the Registrar and IR has the potential to enhance data collection, data integrity, and operational effectiveness. The two departments could almost surely empower one another with complementary expertise.

5. **Professional Development**

    i. **Maintain a presence at national, regional, and local professional organizations.**
    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.

    ii. **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. registration, transcripts and enrollment verification). Cross- training contributes to efficiency and ensures that unforeseen circumstances do not interrupt service delivery.

ORAR **support of SLCC Mission, Vision, Values, and Goals.**

The Office of the Registrar supports SLCC's mission, vision, values, and goals and its academic programs by providing leadership and service in student records. Our primary roles are to 1) manage and maintain a stable and efficient student information system, 2) enable varied business practices related to student records and registration, and 3) enforce the academic policies of the institution. These three roles are how the Office of the Registrar engages in and supports students in their educational pathways. In addition, ORAR continuously fosters an

environment of innovation and improvement that help to strengthen the student, faculty and staff experience through technological enhancements with the student information system and other tools and resources under the purview of the Registrar.

Assessment

Strengths

In terms of strengths of training and development, the office is diverse in the knowledge of student services and academic programs because of the coordination that is required to assist students with the various areas of the Office of the Registrar from registration, records, transfer to graduation. The Office of the Registrar is often referenced for clarification regarding questions that are not necessarily under our purview such as prerequisites, placement, student accounts and degree audits to name a few.

The staff must advise, educate and explain the processes for various College offices within Student and Academic Affairs and employ strategies to provide service to students and potential students who may not be familiar with College processes. It takes a multitude of techniques and strategies to meet the needs of the diverse populations who request assistance from the various areas within the Office of the Registrar. Further training in negotiation and mediation techniques would improve the service staff provides. Myers Briggs Type Indicator training would also be warranted to help staff get to know each other better and know how to work together.

Points of Pride
1. Ellucian Experience Upgrade
2. MySLCC Faculty card transformation
3. Online Student, Staff and Faculty forms transition
4. Department Website Revision
5. Processing of over 160,000 student records from January – September 2023
6. Inter/Cross-Divisional and Campus Partnership Development/Training
    a. FERPA inter-departmental training
    b. Academic Administrative Training
    c. Off-site Admissions/ORAR Training

Areas for Improvement, opportunities, and challenges
1. Website revision
2. Automation of manual processes
3. Identifying and developing core competencies for ORAR Staff
4. Documenting procedures/processes
5. Improve student registration tools
6. Improving forecasting techniques
7. FERPA training
8. Collaboration & exchange of information with DSA

9. Cross-training

ORARs Demonstration of SLCC Values

- We provide, in a caring and ethical manner, service, support and personal growth for students.
- We are a personal bridge between the process of the College and the needs of our students.
- We assist students and each other with fairness, respect, integrity, and care.
- We serve people without regard to race, ethnicity, personal belief, disability, age, or sexual orientation.
- Our commitment to students directs the way we make decisions, create procedures, and hire staff.
- We maintain an environment that nurtures our values: respect and empathy, diverse cultures and perspectives, integrity, innovation, learning and trust.

Background and Context

Significant institutional or external changes that have impacted **services.**

There have been eight registrars in the last 64 years. In 1948, the registrar was responsible for all student services. In the early 1960's student service responsibilities were divided between an Admissions Office and the Registrar's Office. Utah Trade Technical Institute transitioned to Utah Technical College at Salt Lake in 1967. This was a challenging transition from a vocational school with an expanding number of programs. Transitions continued in the 1990's with the increases in student enrollment including concurrent enrollment in the high schools. Technology brought continued challenges as computerized and web-based processes have required more technical support.

In 2001, the Admissions Office and the Registrar's Office were reorganized. A number of admission functions and responsibilities were moved under the registrar and the Admissions Office was split into two main areas, school relations and recruitment. The Registration Office was renamed Enrollment Services.

In 2016, an Admissions Office was created, and the Registrar's Office was split, moving all admissions processing to the Admissions Office; the Graduation, DegreeWorks and Transfer Evaluation offices were moved under the Scheduling Office. The Associate Provost was moved under the Vice President for Student Affairs and included the following offices, Curriculum, Scheduling, Admissions, Financial Aid, and the Office of the Registrar.

In 2018, the Associate Provost left SLCC, and the position was changed to the Associate Vice President of Enrollment Management with the following offices reporting to it, Admissions, Financial Aid, Office of the Registrar and Scheduling. A new position titled, Associate Provost for Curriculum & Academic Systems was created, and the following offices reported to this position, Curriculum, University Partnerships/internal articulation and Transfer events.

In 2019, the global pandemic occurred, and the College was forced to move all services online. In addition, the Registrar of nearly 20 years retired and an interim was appointed.

In 2021, the Graduation and Transfer Evaluation offices were moved back under the Office of the Registrar as part of another reorganization and the Scheduling Office and DegreeWorks moved under the Associate Provost for Curriculum & Academic Systems. Also, during this time, the new Registrar was hired.

In 2022, the Vice President for the Division of Student Affairs left SLCC and an interim was appointed. Additionally, Salt Lake Technical College (SLTC) was mandated by the Utah System of Higher Education (USHE) to move from non-credit to credit by July 2023.

In 2023, the Vice President for the Division of Student Affairs is hired (previous interim). The Provost, Vice President of Institutional Advancement, and CIO retire, the Vice President of Institutional Effectiveness, Associate Registrar for Workforce/SLTC and the ORAR Manager of Operations for Registration and records leave SLCC/ORAR.

In 2024, SLCC's President announces departure by June 2024.

Recommendations that emerged from previous reviews, assessments, or audits.

The recommendations given in the 2012 Program Review outlined office space needs, staffing structure and office policies and procedures related to graduation, the front desk, transfer evaluation and records team that either have been met or no longer apply as the staff and office space has changed significantly in the last 12 years.

Significant departmental changes over the last 5 years.

2019
- All services move to online due to global pandemic
- Registrar retires

2021
- Graduation and Transfer Evaluation Office move to ORAR
- Scheduling & DegreeWorks move to Academic Affairs
- SLCC Registrar is hired

2022
- USHE mandate to move SLTC from non-credit to credit by 2024

- Initial transition of all Prior Learning Assessment (PLA)/Credit for Prior Learning (CPL) to the SLCC CPL Office

2023

- Associate Registrar for Workforce/SLTC moves to Dean of ESL
- Manager of Operation, Registration & Records leaves SLCC
- Final stages of transition of CPL credit
- ORAR hourly budget cut by $13,000

2024

- Initial transition of moving SLTC courses/registration to UG term
- Registrar co-chairing Student Affairs Banner Workgroup

Progress report on current departmental goals.

ORAR Goals	Status
Technical 1. Revise Department website **2.** SIS push approved processes	1. In progress/ongoing 2. In progress/ongoing
Functional/Operational Improvements 1. Identify and develop core competencies for ORAR Staff 2. Document procedures/processes	1. Not started 2. Started/paused
Student Experience Improvements 1. Improve student registration tools 2. Improve Summer Bridge analytics by extrapolating forecasting techniques to standard terms	1. Started/paused 2. Not started
Collaboration 1. Improve FERPA educational activities to campus community (faculty, staff, students, parents) 2. Collaborate more closely and more frequently with Data, Science & Analytics.	1. Started/paused 2. Not Started
Professional Development 1. Maintain a presence at national, regional, and local professional organizations – In progress 2. Commit to cross-training for all functional responsibilities	1. In progress/ongoing 2. In progress/ongoing

Description of Program and Services

Departmental **Organizational Structure**
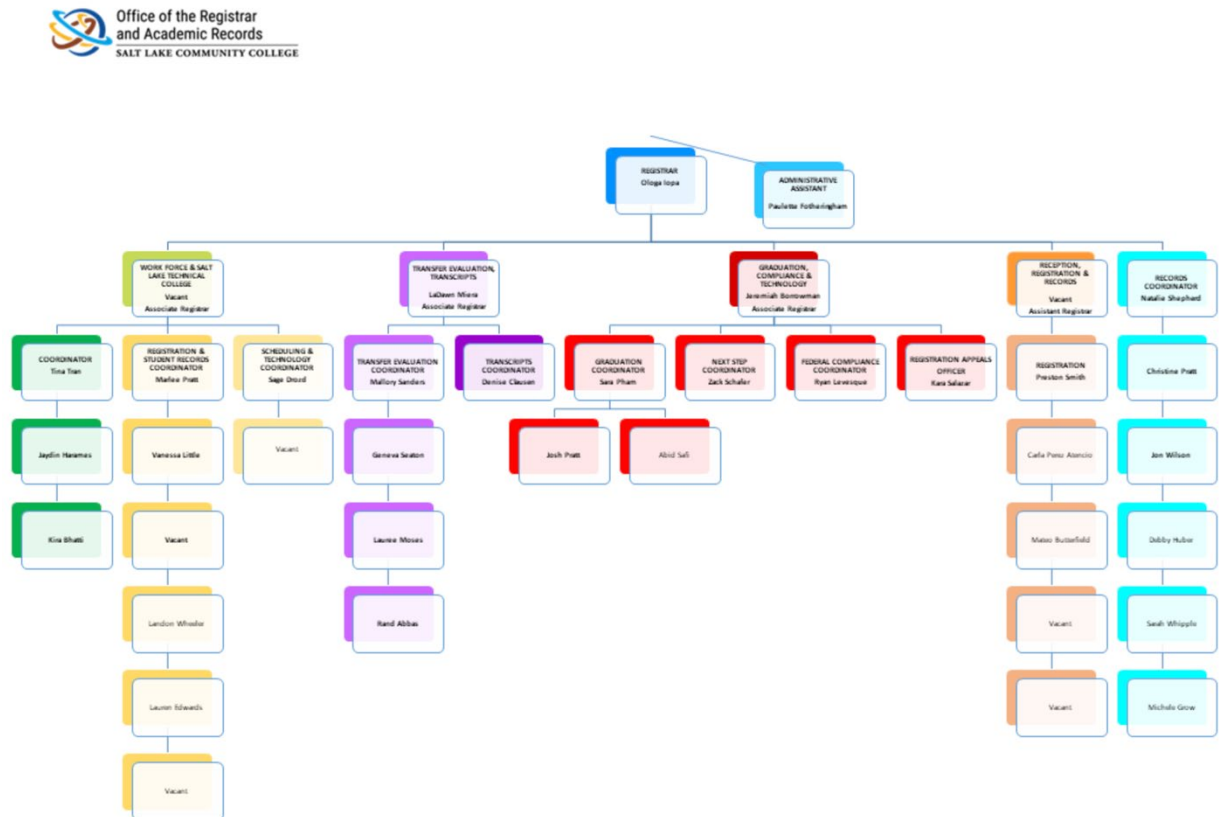
Specific functions of the department, and how that connects to **students**

The core function of the Office of the Registrar is to serve students. Every function of the office, including those tied to staff and faculty, are centered around student support or services connected to student support.

Department **Core Services Descriptions**

CORE Services: The Office of the Registrar has five main areas of responsibility under the direct supervision of the Registrar.

1. **Graduation, Compliance and Technology**

The Graduation, Compliance and Technology area of the ORAR consists of the Graduation office, the Registration Appeals Officer, the Next Step Reverse Transfer Coordinator and the Compliance Coordinator.

The Graduation office processes and approves application for graduation through coursework evaluation; posts degrees and awards to student records; directs distribution of diplomas and works closely with College departments on policy and procedures.

The Appeals Officer is responsible for registration appeals. Registration appeals is an exception process that allows students to either drop or withdraw from current/previously completed coursework due to extenuating circumstances.

The Next Step/Reverse Transfer Officer is responsible for attrition outreach efforts as well as reverse transfer.

The Compliance Coordinator is responsible for the College's enrollment report that is submitted to the National Student Loan Database System (NSLDS) as well as classroom management in conjunction with the Scheduling Office.

2. **Records & Data Management**
   The Records and Data Management office assists students, faculty and staff concerning student academic records. The office processes programs of study updates for traditional, international, concurrent enrollment and School of Applied Technology students with data integrity. The office organizes and processes technical projects and provides technical support for various College departments. The Records & Data Management office organizes student records maintenance and storage; data imaging (Etrieve); and are considered super users for the Colleges student information system (Banner). They are also responsible for various SIS related projects that pertain to enhancements and/or upgrades.

3. **Registration & Reception**
   The Registration and Reception office greets and assists students, prospective students, visitors, faculty and staff concerning admission, registration, and other basic student services questions. Registration & Reception accepts a significant number of forms and applications and processes transcript and verification requests. They provide information regarding admissions, interpretation of test scores, selection of classes, registration, financial aid and other basic student questions. The staff is also available to assist students in the computer lab with online services including accessing their student account and using the class search function, search the catalog, utilize the banner and college scheduler registration tools, and basic degree evaluation functions.

4. **Transfer Evaluation**

The Transfer Evaluation office includes both the Transfer Evaluation and Outgoing Transcripts offices.

The Transfer Evaluation office oversees the college-wide system of transfer of credit evaluation for new, continuing and returning students; coordinates student communication between faculty and departmental advisors; maintains computerized data base in Banner; and determines appropriate interpretation and application of college and statewide policies and procedures.

The Outgoing Transcripts office processes a substantial quantity of transcript requests through partnership with the National Student Clearinghouse while assisting students and problem solving. This office is also responsible for maintaining and updating archived records.

5. **Workforce & Salt Lake Technical College (SLTC)**
   The Workforce & SLTC offices builds and maintains the open entry/open exit model and works with Banner and Enrole; provides admission and registration services including registration appeals, verifications, and completion certification; maintains student record and retention schedules; assists faculty and advisors; and prepares statistical data for various college reports. Workforce is SLCC's continuing education office and SLTC is more aligned with competency-based education. Both areas offer short-term certificates in a non-credit environment. SLTC will change to credit starting July 2024 as part of the USHE mandate.

6. **Registrar**
   The Registrar is responsible for the strategic leadership and administration of various services and operations within Enrollment Management with responsibility for registration, transcripts, student records maintenance, graduation, transfer evaluation, faculty grades and rosters, registration appeals, departmental budgets, Banner Student upgrades/enhancements, use of technology information management and the concept of service to all members of the college community. The Registrar is also responsible for the management, integrity and security of all student academic records (both credit and non-credit) in a highly automated environment; establishment of policies and procedures for the equitable and consistent administration of academic policies and procedures; administration of registration activities; serving as the degree certifying official; certification of eligibility for athletic competition; the enforcement of academic regulations and policies governing student records; and administration of the Family Educational Rights and Privacy Act (FERPA).

Departmental contribution to reducing **Equity Gaps**

The Office of the Registrar under the Division of Student Affairs is required to do annual assessments. As part of the annual assessments, ORAR assesses current policies and procedures that can create inequity. Recently ORAR completed an assessment of prerequisite requirements

to create a more clear and equitable registration process. The recommendations from the assessment can be found on the Student Affairs webpage for Annual Assessments.

Review of Resources

Financial **Resources**

The Office of the Registrar has been fortunate to have the resources required to manage the various areas of responsibility within our department. ORAR relies on multiple budgets with base funding and also seeks one-time funding each year to compensate for additional projects and hourly payroll. Funding is provided through the following resources:

Educational & General Funds (funding provided to the College by the Utah State Legislature):
- DDREGI – Enrollment Services
- DDDATA – Data Center
- DDGRAD – Graduation Office
- DDTONE – Contract payments
- 12426 – Professional Development
- SKMISX – SAT Enrollment Services

Servicing (Student Fees) and Revenue Funds:
- 15134/Servicing DPGRAD & 15103/Servicing – Next Step, Reverse Transfer Payroll
- 12881/Surcharge – Enrollment Certifications through the National Student Clearinghouse

The Administrative Assistant supports the Registrar to keep consistent and detailed recording. The Registrar works with the AVP for Enrollment Management for budget requests and office needs throughout the year. If there is a substantial budget need, the Registrar makes a proposal and participates in the College's Informed Budget Process.

The budgets in ORAR are split into two main groups, the Professional Development & SLTC ORAR offices and then the main office which houses the rest of the accounts. The reason for the split is because Professional Development & SLTC budgets are currently under the Vice President of SLTC Technical Specialties and not under the Registrar or the Vice President of Student Affairs.

While budgets have not really increased throughout the years, funding demands have increased. As the College continues to grow and as more initiatives are created, so do the expectations of new procedures and a higher demand for human resource. Especially considering COVID and the impact of the pandemic requiring our offices to move all of our

processes and forms to a digital format all while supporting updates/upgrade issues within the student information system.

Additionally, the funding allocated for employee salaries has not increased very much throughout the years either. We are often told that we can request new employee dollars but that does not help retain the employees that have been with our office for years and have all the knowledge, skills, abilities, and talent to progress in their current position.
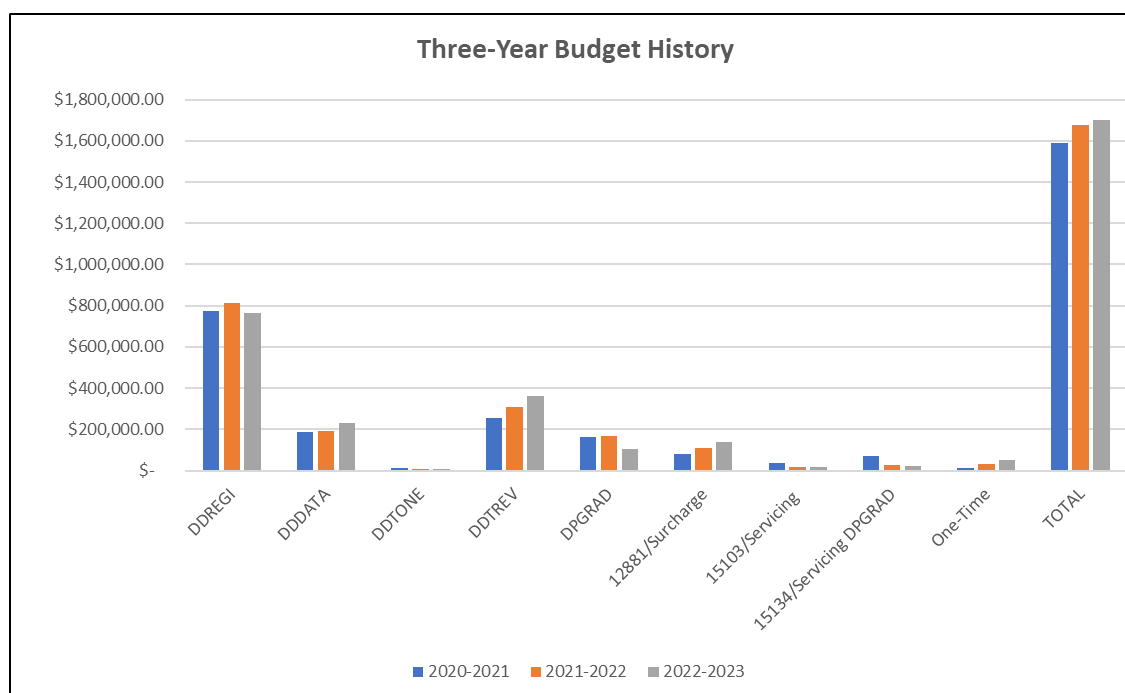
Graph 1: Three-year budget history of all ORAR accounts

|	**2020-2021**	**2021-2022**	**2022-2023**
DDREGI	$ 773,010.06	$ 815,042.46	$ 764,740.94
DDDATA	$ 186,463.40	$ 192,781.48	$ 230,739.42
DDTONE	$ 10,859.93	$ 6,360.57	$ 6,970.68
DDTREV	$ 256,399.15	$ 309,493.81	$ 362,008.52
DPGRAD	$ 165,067.70	$ 165,488.08	$ 104,484.66
12881/Surcharge	$ 80,805.45	$ 108,658.84	$ 140,208.45
15103/Servicing	$ 35,500.00	$ 18,847.83	$ 15,000.00
15134/Servicing DPGRAD	$ 71,292.30	$ 24,837.79	$ 22,413.92
One-Time	$ 10,100.00	$ 33,000.00	$ 53,100.00
TOTAL	$ 1,589,497.99	$ 1,674,510.86	$ 1,699,666.59

Table 1: Three-year budget history of all ORAR accounts
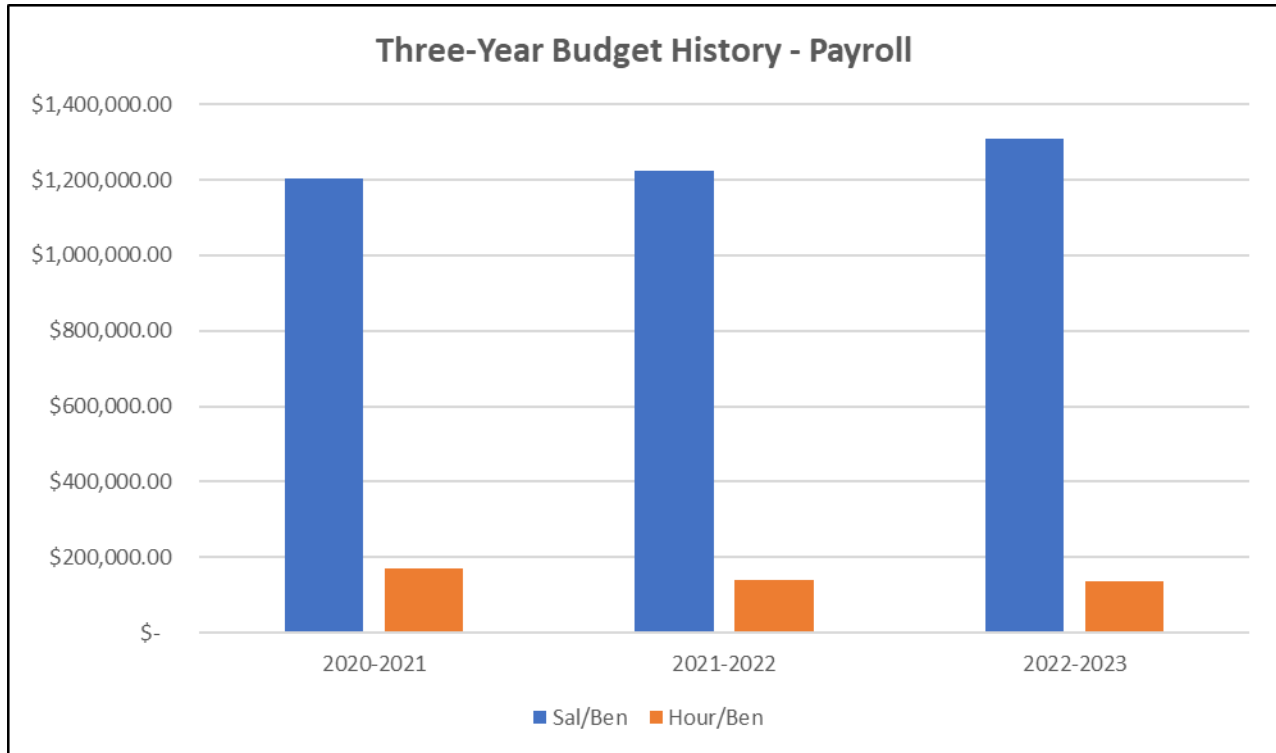
Graph 2: Three-year salary/payroll history of ORAR

|	**2020-2021**	**2021-2022**	**2022-2023**
Sal/Ben (Full-Time)	$ 1,204,628.07	$ 1,222,638.54	$ 1,310,268.51
Hour/Ben (Part-Time)	$ 170,843.44	$ 138,985.12	$ 136,090.24

Table 2: Three-year salary/payroll history of ORAR
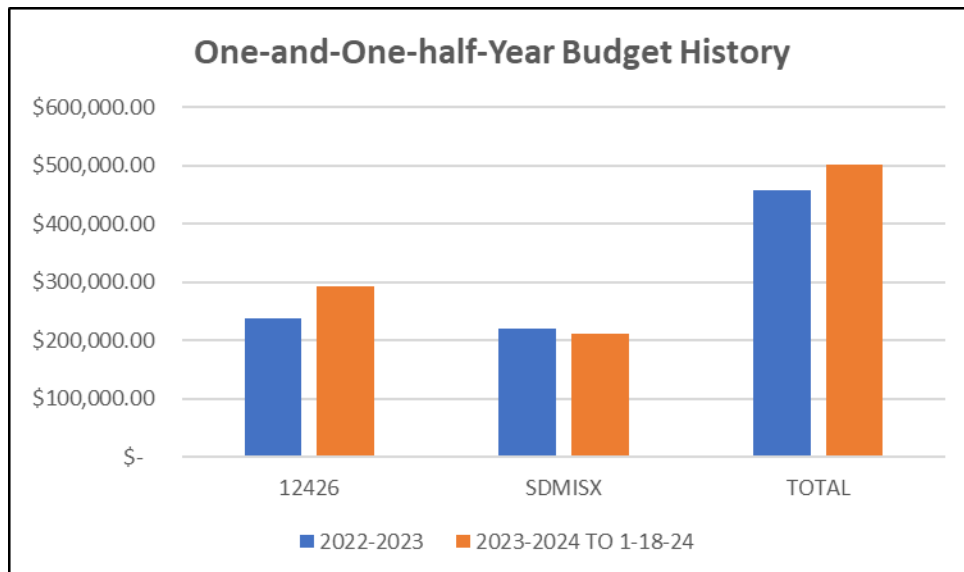
Graph 3: One-and-a-half-year budget history of ORAR Professional Development & SLTC

	2022-2023	**2023-2024 TO 1-18-24**
12426	$ 237,092.79	$ 291,382.69
SDMISX	$ 220,460.49	$ 210,679.33
TOTAL	$ 457,553.28	$ 502,062.02

Table 3: One-and-a-half-year budget history of ORAR Professional Development & SLTC
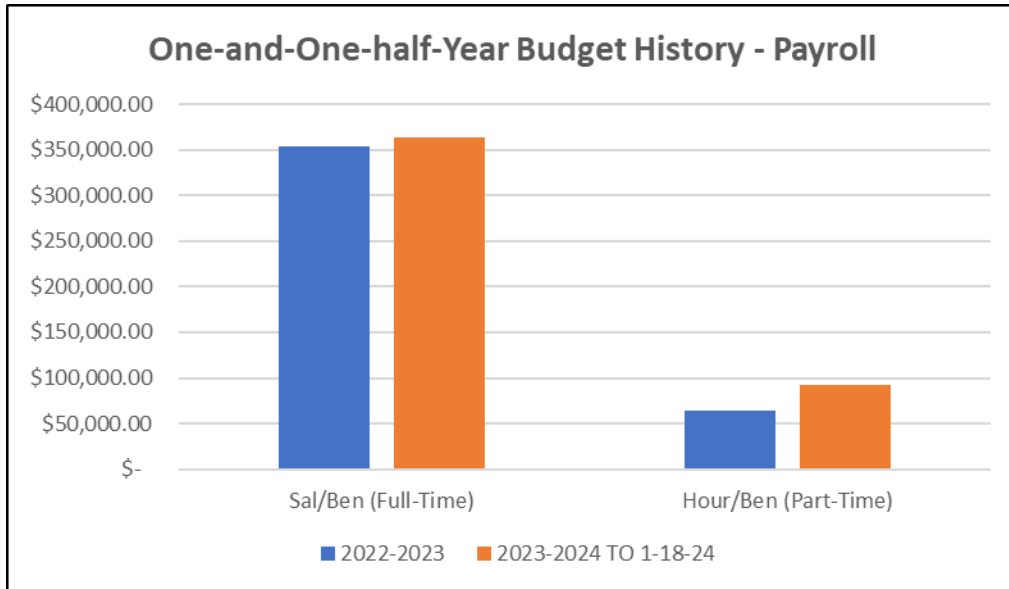
Graph 4: One-and-a-half-year salary/payroll history of ORAR Professional Development & SLTC

	2022-2023	**2023-2024 TO 1-18-24**
Sal/Ben (Full-Time)	$ 353,624.67	$ 362,812.11
Hour/Ben (Part-Time)	$ 64,397.58	$ 92,249.91

Table 4: One-and-a-half-year salary/payroll history of ORAR Professional Development & SLTC

Human Resources – **Staffing**

The Office of the Registrar has 38 staff members.

Full-time: 4 Professional, 1 Administrative Asst., 8 Coordinators, 11 Specialists, 1 Technician
Part-time: 13 Specialists

The Registrar position requires a master's degree. The Associate/Assistant Registrar and Coordinator positions require a bachelor's degree. The full-time Specialist positions require an associate degree, and all other positions require a high school diploma. The number of years of required experience varies depending on the starting level of the position. Also, years of experience in education trade-offs are allowed.

CORE Staff Positions	# of Staff	Years in Current Position	Years at SLCC	Staff Positions
Registrar	6	3	10	
Associate Registrar, Transfer Evaluation & Transcripts	5	20	20	2 – Coordinator 1 (Full-time) 1 – Specialist 1 (Full-time) 1 – Specialist 2 (Full-time) 1 – Specialist 3 (Full-time)
Associate Registrar, Graduation, Compliance & Technology	6	2	10	1 – Coordinator 2 (Full-time) 1 – Specialist 2 (Full-time) 1 – Specialist 2 (Part-time) 1 – Coordinator 3 (Full-time) 2 – Specialist 3 (Full-time)
Associate Registrar, Workforce & SLTC	11	Vacant	N/A	3 – Coordinator 1 (Full-time) 2 – Specialists 1 (Full-time) 1 – Technician 3 (Full-time) 1 – Specialist 2 (Part-time) 4 – Specialist 1 (Part-time)
Assistant Registrar, Registration & Reception	5	Vacant	N/A	1 – Specialist 3 (Full-time) 4 – Specialist 2 (Part-time)
Coordinator 2, Records & Data Management	5	1	10	2 – Specialist 2 (Full-time) 2 – Specialist 2 (Part-time) 1 – Specialist 1 (Part-time)
Administrative Assistant	0		10	

The Office of the Registrar has a mix of long-tenured and short-tenured staff. Most of the short-tenured staff are in our Registration & Reception office. In addition, we had two key management positions in the office that are now vacant.

Part-time Registration and Reception positions have an average of a two-year lifespan. There is a high volume of movement between part-time positions. One of the advantages is that this creates versatile employees and prepares them for possible movement into full-time positions. One of the disadvantages of this pattern is the vacant positions. All positions must follow the hiring process as outlined through Human Resources; and this requires time and energy on the part of the hiring manager, which can be cumbersome when turnover is constant.

The Registrar has a wide scope of responsibilities that she manages with five professional staff and an Administrative Assistant. Each of the professional staff oversees a functional area and is responsible for hiring and supervising full-time and part-time staff. There are areas that need more staff resources to keep up with the workload and with demanding technical projects, but the budget is limited.

Furthermore, there are inequities in relation to positions/pay as Human Resources does not allow cross-comparisons of pay/positions between Academic Affairs and Student Affairs. For instance, it was noted to HR that a Manager 1 in Academic Affairs was making three times as much as a Manager 1 within ORAR but had no direct reports. It was purported that the two

Divisions were not comparable and so the positions as well. Due to the knowledge of this inequity, most staff within the Office of the Registrar apply for other positions and those who are left are often discontented.

Additionally, the Registrar is responsible for all enrollment services functions for Workforce and SLTC; however, the budget and true reporting structure is under the Associate VP for Technical Specialties. This creates inequities with the pay and position structure within the Office of the Registrar. So, internally, there are staff who are not paid the same amount but may have more direct reports/responsibilities than their counterparts.

Technology **Resources**

The Office of the Registrar mainly utilizes Ellucian Banner (SIS), Cognos for reports, College Scheduler and Self-Service Banner for registration, Microsoft Office Suite (e.g. Teams, Outlook, SharePoint etc.), Adobe, Etrieve for forms and data imaging, Formstack forms, and DegreeWorks for degree evaluations. There are various other tools utilized to support the day-to-day operations within each of the individual areas of the Office of the Registrar but the main technological tools are those previously mentioned.

The OIT Help Desk is used for most technological support issues for desk top computers. Staff members call or submit a ticket to the Help Desk describing the issue. A ticket is created by the Help Desk and a technician is designated to the ticket to provide assistance. The technicians providing support are knowledgeable and can assist with most requests, problems, but often lack the depth of knowledge needed to resolve SIS issues which almost always will require assistance from a Programmer or the Database Administrator (DBA). Additionally, if a specialized project is needed, or requested, the request will be placed on the Student Affairs Banner project list.

Assessment of the quality/capacity of staff, work environment, physical and technology resources

The Office of the Registrar is often tasked with the implementation of new policies and processes. In some cases, the Office of the Registrar takes on these responsibilities due to a recognized need and not because it has been assigned. Many of these would typically fall to other areas of the College. Unfortunately, there is a significant lack in knowledge, skills and abilities across various divisions and departments within the whole of the College in relation to banner and the student experience from admission to completion.

The Office of the Registrar is one of the few offices within the College that have a physical presence on campus on a regular basis and is responsive to students, staff and faculty. As such, the Office of the Registrar is usually bombarded with calls, instant message chats and emails from various areas of the College to assist students, staff and faculty. Unfortunately, the office does not have enough staff, resources, nor the support of other areas of the College to be able

to address every need which can become a source of stress and grievance among the staff within the office.

Regarding the adequacy of technology and skills for the department, there are no designated or specific technology personnel for the Office of the Registrar. Informally, there are certain individuals who possess a special talent or skill and they become the "go to" person for certain things. As noted above, there is a process to submit tickets for regular IT issues or more specialized requests that are placed on a project list. This oftentimes feels like a deterrent to requesting anything. It is uncertain what timeline, or priority, projects have for completion and what expectations a department can anticipate. Additionally, the OIT Help Desk is oftentimes unaware of whom within OIT to transfer or assign tickets to leading to delays and confusion. There is also a lack of sufficient Office of Information Technology (OIT) personnel and resources which has a direct and negative impact on the ability of the Office of the Registrar to improve processes for students. The Office of the Registrar has several projects on the project list, some of which have been waiting for years. The Office of the Registrar has maintained a great relationship with OIT, however, the lack of personnel and resources within OIT has created some constraints that have been detrimental to the student life cycle, most notably, the registration process.

As far as the physical space of the office, the staff that deal with Undergraduate students are located at the Taylorsville Redwood campus, while the Professional Development and Salt Lake Technical College registrar staff are located at the Miller campus. This creates some challenges when it comes to team building and morale. That said, the physical space at both locations is sufficient. The space at both campuses is restrictive and not conducive to an efficient work environment, but it is functionally sufficient.

Areas for improvement in efficiency or cost effectiveness of services

In addition to what is listed under the assessment portion of this document for areas of improvement; there is a strong need to re-examine the impact experienced by students, staff, and faculty. It is oftentimes unclear if the services or enhancements provided by the Office of the Registrar are effective. It would be prudent to have some sort of assessment that can be completed either on a monthly or semesterly basis depending on the process/procedure/implementation.

Analysis of resource needs for future operations (next five years)

To better enhance the technological advancement of the Registrar's Office, budgeting must be increased to allow for the costs associated with new technology and human resources.

With the recent budget cut in the past year, the Office of the Registrar has been asked to achieve more with far less resources than are required to be effective. An increase in the departmental budget would allow for the addition of human resources, training resources, and

new innovative software applications needed to progress the technological advancement of the department.

Compensation rates for new hires is not competitive enough to make the Office of the Registrar an attractive choice for employment. The frequency of turnover within the office severely affects effectiveness and consistency. Resources that should be used to further enhance the level of service within the office is monopolized by the constant training of new employees or the training of existing employees who are required to absorb the duties that would normally be performed by an individual in a currently vacant position.

Relationship with Other Functional Units in SLCC

The Office of the Registrar works collaboratively with multiple offices, departments, and divisions. From Admissions to Advising, to Scheduling, Curriculum, Academic Departments and other off-site support at the various campus locations, the Office of the Registrar is oftentimes collaborating with these areas to accomplish a project, an office goal/effort or to provide training for processes or FERPA. The Office of the Registrar will collaborate with campus partners to create consistent and efficient practices to better support students.

How are you collaborating with other departments to advance SLCC strategic goals?

Below is how the Office of the Registrar has collaborated with other areas to advance the Colleges strategic goals:

1. Increase Student Completion
   a. Implement SLCC Pathways
      i. The Office of the Registrar worked directly with the Curriculum Office in order to implement pathways on a functional level in relation to program of study updates/selections.
   b. Deploy Strategic Course Scheduling
      i. The Office of the Registrar had a member on the strategic course scheduling committee and oversaw the implementation and maintenance of College Scheduler.
2. Improve Transfer Preparation & Articulation
   a. Grow 2+2 University Partnerships
      i. The Office of the Registrar directly supports the Transfer Articulation Office and University Partnerships through the Transfer Evaluation Office by way of transferring credits for students transferring from other institutions to SLCC. Additionally, our office houses the Next Step/Reverse Transfer Officer.

3. Align With and Respond to Workforce Needs
    a. Align & Expand Technical Education & Occupational Trainings
        i. The Office of the Registrar participated with the implementation of the Enrole SIS for Workforce. Additionally, our office continues to provide day-to-day support and assistance for Workforce and SLTC.
4. Achieve Equity in Student Participation & Completion
    a. Increase Diversity in Hiring & Retention
        i. The Office of the Registrar participated in the Colleges Search Advocacy program and had all CORE members certified as a search advocate.
5. Secure Institutional Sustainability & Capacity
    a. Increase College Participation
        i. The Office of the Registrar continually assesses registration efforts and oversees College Scheduler, the registration tool that was credited with increasing the credit hours that students enrolled in. Additionally, the Graduation Office auto-awards certificates in an effort to increase visibility of milestone accomplishments for students.

The Office of the Registrar can nurture existing campus partnerships (e.g. OIT) and cultivate new campus partnerships (e.g. Institutional Research) to expand the reach and influence. Participants to the partnerships can represent the interests of our department in our absence, and we can more closely align our initiatives with the priorities of our partners. The Office of the Registrar should also collaborate with senior staff to make recommendations for expanding college enrollment without increasing financial obligations. We need to develop a strong understanding of both of the (incoming) President's and Provost's goals with respect to enrollment growth and diversification. The Office of the Registrar possesses considerable expertise in evaluating and addressing the needs of student subpopulations and can contribute significant insight into strategic enrollment initiatives.

Organizational obstacles to implementing departmental **initiatives**

One of the challenges or obstacles that the Office of the Registrar faces when implementing initiatives, is the lack of knowledge and understanding from leadership of what the Office of the Registrars function is. To date, there is no one outside of the Office of the Registrar that has any registrar experience or knowledge. No one at the executive cabinet level or within the Student Affairs or Academic Affairs leadership has any background within the Registrar realm, so there is a disconnect with the direction and significance of the Office of the Registrar. This creates challenges when the office needs to push certain priorities forward and when deciding or understanding which direction to move forward.

Peer and Best Practice Comparisons

We have multiple peer institutions in Utah that have a Registrar's Office that provides the same or similar programs and services. There is also a network of Utah Registrars that meet regularly and has a Slack Team for instant messaging so that Registrar's in Utah can connect and share information and best practices. Additionally, the Office of the Registrar participates in the Utah Transfer Articulation Committee and regularly attends the American Association of Collegiate Registrars and Admissions Officers (AACRAO) and Pacific Association of Collegiate Registrars and Admissions Officers (PACRAO).

One of the challenges of our office is that SLCC is the only community college in the valley. We are often compared to Snow College which is also a two-year public institution that offers a lot of the same programs and services; however, Snow is outside of the valley and in a remote town. The full-time enrollment (FTE) between our institutions is significant enough that a lot of our services are not truly comparable. So, the challenges that our office faces are usually unique to our institution, and we often must reach out to other community colleges outside of the state who have different state policies that may not always apply or translate at our institution. It becomes challenging at times to determine what the best practices are for the individual processes/procedures. That said, generally, we try to follow best practices published by AACRAO and with collaboration from our peer institutions within the state to ensure we are also following USHE guidelines.

Impact on Students

As noted above, the Office of the Registrar does not have a way of assessing effectiveness/impact of services provided to students. We do assess the amount of work being produced by the office by accounting for the individual items processed within the office (e.g. number of transcripts provided, number of programs of study updated, number of walk-ins, graduates etc.).

Equity and Justice Framework

Within the Office of the Registrar we believe that it is important to promote an environment where the diverse backgrounds, identities, experiences, strengths, and perspectives of the members of our community (internal/external) are valued and respected. In order to support this work, the Office of the Registrar has done the following:

- Participated/completed college-wide trainings and professional development on equity, diversity and inclusivity.
- Participated in the Search Advocate Training in order to recruit and hire diverse staff.
- Front-desk/student facing positions have a bilingual preference on job descriptions.

- Ensures electronic documents are ADA compliant.
- Continuous review of processes/policies to ensure equity & inclusion for underrepresented groups and not solely focusing on the majority.

Summary Analysis and Conclusions

The Office of the Registrar has maintained a respectable level of service despite the challenges of changes in leadership and office staff turnover. The lack of leadership and direction has been a challenge, but the Office of the Registrar has continued to push forward with goals and initiatives, as listed above, to continuously improve and offer more effective services to all students, staff and faculty.

Achieving higher levels of service will be challenging if additional assignments continue to be added to existing workloads without creating additional positions that may be necessary or having the necessary technological support. Improving the current levels of service would require more funding and the time to explore new improvements and options with the current existing space. The biggest challenge is finding the time, energy, and financial resources to explore what is available for the various needs of the office. Given the resources and volume handled, the processes within the Office of the Registrar are quite efficient. The key issue and concern is knowing what is working for students and what is not working. Since our office does not survey students or solicit feedback or measure KPIs, we oftentimes do not always know if the processes/projects that our office undertakes is effective. The Office of the Registrar is considering an assessment plan to solicit student input and feedback in the future.

The Office of the Registrar supports SLCC's mission, vision, values, and goals and its academic programs by providing leadership and service in student records. Our primary roles are to 1) manage and maintain a stable and efficient student information system, 2) enable varied business practices related to student records and registration, and 3) enforce the academic policies of the institution. These three roles are how the Office of the Registrar engages in and supports students in their educational pathways. In addition, ORAR continuously fosters an environment of innovation and improvement that help to strengthen the student, faculty and staff experience through technological enhancements with the student information system and other tools and resources under the purview of the Registrar.