Office of the Registrar

2014–2017 Strategic Plan
Over the course of the next three years, the Office of the Registrar will invest our time and attention in ways that reflect our appreciation for innovation while maintaining our commitment to the continuity of our core responsibilities. As part of this balance, we acknowledge that it is our actions that will advance university initiatives and help position us to support future efforts and respond effectively to unforeseen challenges.

The pages that follow contain the goals, objectives, and tactics that comprise our 2014-2017 Strategic Plan. As aspirations, they reside at the heart of who we are and how we perceive ourselves, and they help set a course toward those areas where we need to focus our creativity and energy. When these goals and their supporting rationales are consciously aligned with the goals of the Enrollment and Curriculum Management portfolio of the Provost’s Office and the University, they become a true reflection of the Office of the Registrar’s mission, vision, and values.

Key to this mission—to doing our job with purposeful intent—is the commitment and dedication of a staff that values strong collaboration and solid working relationships with others throughout the University. Possibly more so than before, we must also continue to expand our awareness of the value diverse perspectives and opinions bring to all facets of our work. To aid our efforts in this regard, it is vital that we provide professional development opportunities for all staff to maintain the highest skill levels in our core operations while also providing opportunities for staff to advance and achieve their career aspirations and goals.

As a central service agency of the University, the Office of the Registrar has the dual charge of maintaining and protecting university records for posterity while also engaging in and supporting innovative practices for which the University is well-known. Maintaining the accuracy and integrity of course and student information, as well as being a strategic partner in moving University efforts forward can, at times, feel like a balancing act. To be effective in meeting our charge requires striking a good balance between planning and action. Communicating this vision both internally and externally is essential to doing our job well. This is what this Strategic Plan aims to do.

This document was produced through the efforts of more than thirty individuals from all units within the Office of the Registrar. Reviewing the progress made on our 2011-2014 Strategic Plan, this group of staff worked over the spring and summer of 2014 to craft a road map that describes where we are now, where we need to be in the future, and ideas on how we might get there. Appendix A provides an overview of the process we followed and Appendix B lists the people involved in the process. My heartfelt thanks go to everyone who helped in the production of this document.

Please feel free to follow up with me if you have questions, comments, or would like to discuss any of the plan’s goals, objectives or tactics in more detail. I look forward to working with all of you in discussing how the Office of the Registrar can best serve the University community.

All the best,

V. Shelby Stanfield
Vice Provost and University Registrar
Our Mission
The mission of the Office of the Registrar is to create, maintain, certify, and protect University records of courses, degrees, and students.

Our Vision
The Office of the Registrar at the University of Texas at Austin strives to
• Recognize the importance of each person we serve.
• Hold the trust and confidence of students, faculty, and staff for our quality of work, collaborative solutions, and administrative foresight.
• Care for employees by promoting a friendly and stimulating office environment with opportunities for professional development.
• Earn national respect for excellence in academic services and the use of technology that benefits our campus and the higher education community.

Our Values
The Office of the Registrar emphasizes
• Accuracy, to maintain exceptional quality in our records and processes.
• Integrity, to demand responsibility, confidentiality, and honesty in our work.
• Customer Service, to help people in a timely and caring way.
• Communication, to share expertise and listen to our clients and each other.
• Teamwork, to foster a collaborative work environment in order to coordinate the intricacies of our collective mission.

Our Core Functions
The core functions of the Office of the Registrar include
• Catalog Production
• Certification of Athletic Eligibility
• Course Inventory Administration
• Course Scheduling
• Degree Audit
• Diploma Services
• Document Management
• Enrollment Certification
• Final Exams
• Research and Assessment
• Registration
• Room Scheduling
• Student Academic Records
• Transcript Services
• University Academic Calendar
• Veteran Certification

The Provost’s Mission
The primary mission of the provost’s office is to secure the vitality of the University’s academic life, to foster the intellectual well-being of students, staff and faculty, and to marshal and allocate resources in support of academic excellence, and in doing so, to serve as an educational asset for the benefit of the state and the nation.

The University of Texas at Austin Core Purpose
To transform lives for the benefit of society.
The Office of the Registrar plays a central role within the University as its core mission is to create, maintain, certify, and protect University records of courses, degrees, and students. The office has developed an action plan to support the University and UT System in achieving its goals of continuous improvement, fostering a culture of innovation, and positive change.
## Goal 1

### Four-Year Graduation Rate and Student Success

Support institutional efforts in ensuring time to graduation

<table>
<thead>
<tr>
<th>Action Items</th>
<th>Responsible Parties</th>
<th>Goals/Metrics (best estimates)</th>
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</thead>
<tbody>
<tr>
<td><strong>A. Lead technological implementation that will assist students, faculty, and staff in facilitating students’ pace toward graduation</strong></td>
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</table>
| 1. Develop and support advising tools in collaboration with the academic community that aid students and advisers | Management Team • IT Team               | A. Produce Seniors Report  
B. Review of timing for graduation application  
C. Top three Registrar services implemented in New Student Portal |
| 2. Support tools to assess and respond to early warning and student success factors | Management Team • IT Team               | A. Early warning and success factors identified  
B. Make time-to-degree indicator more visible  
C. Identify services to assist students in maintaining pace toward graduation |
| 3. Improve usability of online Course Schedule                                 | Scheduling Team • IT Team • Registration Team | A. Top three student requests identified  
B. Improvements to the online Course Schedule implemented |
| **B. Assess and modify the University catalogs and degree plans to increase usability** |                                         |                                                                                             |
| 1. Streamline degree plan information in collaboration with the academic community | Official Publications Team • Curriculum Team | A. Consistent degree plan information across colleges/schools  
B. Integration into advising, degree audit tools, and the University catalogs |
| 2. Standardize the content and presentation of information in the University catalogs | Official Publications Team • Curriculum Team | A. Consistent display of information across college/schools  
B. Integration of advising and degree audit tools, and the University catalogs |
| **C. Improve the utilization of general-purpose classrooms**                    |                                         |                                                                                             |
| 1. Assess and evaluate current space utilization in general-purpose classrooms (GPCs) | Scheduling Team • Research Team         | A. Acquire and implement new room scheduling software with robust reporting capabilities  
B. Assessment completed of current GPC page |
| 2. Evaluate scheduling policies that impact when and where classes are offered | Scheduling Team                         | A. Review audits in scheduling software related to closing limits and room efficiencies  
B. Implementation of room scheduling software |

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**Goal 1:**

- **Action Items:**
  - Lead technological implementation
  - Assess and modify University catalogs
  - Improve general-purpose classroom utilization

- **Responsible Parties:**
  - Management Team
  - IT Team
  - Scheduling Team
  - Registration Team
  - Official Publications Team
  - Curriculum Team
  - Research Team

- **Goals/Metrics (best estimates):**
  - Produce Seniors Report
  - Review of graduation application timing
  - Top three Registrar services
  - Early warning and success factors
  - Time-to-degree indicator
  - Student success factors
  - Top three student requests
  - Consistent degree plan information
  - Integration into advising and degree audit tools
  - Consistent display of information
  - Acquire new room scheduling software
  - Assessment of current GPC page
  - Review of scheduling policies
  - Acquire new scheduling software
  - Implementation of room scheduling software
### Goal 1

**Four-Year Graduation Rate and Student Success**

Support institutional efforts in ensuring time to graduation

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<tr>
<td><strong>D. Expand research, development, and collaboration to better inform the campus community on course demand and offering needs</strong></td>
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</table>
| 1. Study student enrollment, course demand, and options to gauge capacity to meet demand | - Research Team  
- IT Team  
- Degree Audit Team  
- Official Publications Team  
- Registration Team | A. Produce Seniors Report and determine needed classes  
B. Evaluate usability of Course Analysis and Enrollment Report |
| 2. Aid in University efforts to determine how to best support the internal transfer process | - Research Team  
- Registration Team | A. Internal transfer policies revisited and refined |

**E. Respond to internal initiatives regarding policy, process, and procedure**

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| 1. Study and assess waitlist policies to determine whether changes to the policies could improve understanding of course demand and availability without negatively impacting academic departments | - Research Team  
- Registration Team | A. Study and assessment of policies conducted  
B. Recommendations for alteration of waitlist policies developed |
| 2. Study and assess prerequisite and restriction policies to aid in student progress toward degree | - Research Team  
- Registration Team | A. Prerequisite policies and procedures reviewed and refined  
B. Restriction policies and procedures reviewed and refined |
As a central service unit for the University, the Office of the Registrar should play a key role in providing broad-based services to aid students’ progression and pathway from initial enrollment through graduation. Of significant strategic interest to the University, and one for which the Office of the Registrar is well suited to support, is a focus on undergraduate student access and success and decreasing time to degree. A key to this is effective use of data. Data-driven decision making takes a quantitative approach to assessing, evaluating, and informing decisions related to planning, budgeting, forecasting, policy, and resource allocation. The Office of the Registrar generates and maintains a wealth of data about student matriculation, course enrollment, and graduation patterns. This information can be used to evaluate the operations of the University and make recommendations to improve University operations and enhance the student experience.

The Office of the Registrar will support these initiatives and focus its efforts in the following areas:

A. Lead technological implementation that will assist students, faculty, and staff in facilitating students’ pace toward graduation

In collaboration with the academic community, the Office of the Registrar will play a critical role in the development of advising tools to aid students and advisers in tracking time to graduation. This initiative will provide the option for the colleges/schools to use newly developed centralized advising tools. The Office of the Registrar will not only be collaborative in the process, but will also lead change agents in expanding the progress-toward-degree methodology and will deploy new tools to respond to early warning and student success factors.

Estimated Time to Degree

- Year 2
- Year 3
- Year 4
- 27%

Time-toward-degree graphic featured in IDA 2.0

B. Assess and modify the University catalogs and degree plans to increase usability

The Office of the Registrar maintains four University catalogs: the General Information Catalog, the Undergraduate Catalog, the Graduate Catalog, and the Law School Catalog. Beginning in 2016, the Registrar’s Office will maintain a fifth catalog for the Dell Medical School. We are also responsible for managing a course inventory of approximately 9,000 current courses. Currently, both catalog production and the maintenance of the course inventory are labor-intensive processes, resulting in little flexibility for the colleges and schools; additionally, the catalogs lack the necessary agility to display degree plan information in an easily understood format for students. A major focus of the Office of the
Goal 1

Four-Year Graduation Rate and Student Success

Support institutional efforts in ensuring time to graduation

Registrar will be to work collaboratively with the academic community to standardize the content and presentation of information in the University catalogs, and to implement solutions that will allow the processes to be more flexible, responsive, and agile to meet the changing needs of the campus.

C. Improve the utilization of general-purpose classrooms

The Office of the Registrar is responsible for scheduling approximately 270 general-purpose classrooms each semester. The appropriate utilization of this classroom space impacts when and where classes are offered. It is imperative to not only study and assess current space utilization practices, but also determine opportunities for improvement through procedural and technological solutions. Based upon these findings, the Office of the Registrar will implement technologies and policies that allow the course scheduling process to be more pliant, responsive, and nimble for the campus community.

D. Expand research, development, and collaboration to better inform the campus community on course demand and offering needs

A student’s pace toward degree can be impacted by the nature and combination of courses offered each semester. The Office of the Registrar will continue to study student enrollment, course demand, and options to gauge capacity to meet demand. These studies will allow the Office of the Registrar to provide valuable information to the academic units and make important recommendations regarding bottleneck courses and the anticipated number of sections needed to meet student demand.

E. Respond to internal initiatives regarding policy, process, and procedure

Universities need to continually review their policies and procedures to ensure that they are meeting the changing needs of the institution. The Office of the Registrar, as a regulatory agent of many policies and procedures, is in a perfect position to provide data-driven review and to offer suggestions for policy and process assessment and improvement. Of particular interest are policies surrounding issues such as waitlists, prerequisites, and the cancellation of student registration due to non-payment, as these items can impact a student’s pace towards graduation. Upon review of these policies, we will either show that the current processes are serving their intended purpose, or make recommendations for improvement based upon the relevant data.
## Goal 2

### Staff Excellence

Recruit, develop, retain, and reward a dynamic workforce

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<tr>
<td><strong>A. Expand opportunities to assist employees in achieving their professional goals</strong></td>
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</table>
| 1. Develop structured office cross-training program and staff rotation plan | Management Team | A. Plan developed  
B. Plan implemented |
| 2. Assure that new staff members have mentors | Management Team | A. Plan developed  
B. Plan implemented |
| 3. Provide assignments and opportunities that develop staff members’ knowledge, experience, and skills | Management Team | A. “Stretch” assignments identified  
B. Appropriate staff identified  
C. Assignments completed and evaluated |
| 4. Inform employees of relevant classes, workshops, and conferences | Management Team | A. Updated information in the New Employee Handout  
B. Stated in Goals section of Annual Performance Evaluation |
| 5. Create a Registrar’s library of books relevant to communication skills, technical skills, and customer service | Administrative Office | A. Library established |
| 6. Maintain a repository on the Registrar’s server of articles and book reviews relevant to communication skills, technical skills, customer service, and higher education topics | Administrative Office | A. Repository created and five articles stored under each of the five categories |

| **B. Ensure that employees are informed of the benefits of UT employment** |                       |                               |
| 1. Review the New Employee Manual, and ensure that there is information about all types of non-monetary staff benefits, including retirement savings programs and UT staff discounts at businesses such as movie theaters | Administrative Office  
Office Staff | A. Plan developed  
B. Plan implemented |
| 2. Conduct an annual CONNECT session refreshing employees’ awareness of staff benefits, such as Get Fit and the 403B retirement savings plan | Administrative Office | A. Appropriate session topics identified  
B. Sessions conducted |
The Office of the Registrar strives to maintain a high quality workforce that is motivated to perform office functions in an exemplary manner. We believe that staff development and recognition efforts, as well as a stimulating office environment are significant factors that contribute to sustaining a dynamic workforce. We are committed to creating and maintaining a culture of inclusiveness, allowing us to better serve and meet the needs of the University and the surrounding community.

The Office of the Registrar will focus its efforts in the following areas:

**Goal 2**

**Staff Excellence**

Recruit, develop, retain, and reward a dynamic workforce

A. Expand opportunities to assist employees in achieving their professional goals

Over the course of the next three years, the goals outlined in the Strategic Plan will continue to focus on professional development opportunities for the staff in the areas of cross-training, a formalized staff rotation plan, a mentorship program, and the identification and assignment of “stretch” opportunities for those highly motivated staff members who wish to expand upon their knowledge, experiences, and skills. We will continue to focus on expanding opportunities for staff to achieve their professional goals.

B. Ensure that employees are informed of the benefits of UT employment.

In addition to encouraging the professional development of our employees, the Office of the Registrar also endeavors to keep its staff abreast of all programs that will improve their emotional, physical, and financial well-being. Given that the University provides a plethora of employee benefits, it is difficult for new employees to absorb all of their options during their initial UT employee orientation, and long-term employees may not be aware of newer programs such as Get FIT. We will encourage staff to participate in retirement savings plans, fitness programs, and many of the other benefits of UT employment.
## Goal 3

**Productivity and Efficiency**

Improve the effectiveness and efficiency of our services and operations

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<tr>
<td><strong>A. Strengthen business practices by evaluating and integrating core services and operations</strong></td>
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<tr>
<td>1. Develop a process for incorporating current semester and past semester academic record changes into one service</td>
<td>Student Records Team, Registration Team</td>
<td>A. Current and past semester changes are handled with consistent application of policy</td>
</tr>
<tr>
<td>2. Identify the needs of and tools to manage the increased volume of Veteran students and dependents</td>
<td>Veteran Services Team, IT Team</td>
<td>A. Assessment of needs and tools</td>
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<tr>
<td></td>
<td></td>
<td>B. Implementation of identified tools</td>
</tr>
<tr>
<td>3. Automate previously-identified paper forms and processes into online services</td>
<td>Athletic Eligibility Team, Registration Team, IT Team</td>
<td>A. Paper forms converted to online services</td>
</tr>
<tr>
<td>4. Identify integration points between sections connecting the fourteen core functions that the Office of the Registrar supports</td>
<td>Office Team</td>
<td>A. Tools for internal staff developed</td>
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<tr>
<td></td>
<td></td>
<td>B. Staff better able to recognize integration of core functions</td>
</tr>
<tr>
<td>5. Produce PDF transcripts</td>
<td>Transcripts Team, Student Records Team, IT Team</td>
<td>A. Transcripts delivered in PDF format</td>
</tr>
<tr>
<td></td>
<td></td>
<td>B. Transcript production and delivery time reduced</td>
</tr>
<tr>
<td><strong>B. Respond to internal and external initiatives</strong></td>
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<tr>
<td>1. Research how implementation of minors will impact various core functions</td>
<td>Management Team</td>
<td>A. Business processes studied and documented</td>
</tr>
<tr>
<td></td>
<td></td>
<td>B. Minors implemented in 2016–2018 Undergraduate Catalog</td>
</tr>
<tr>
<td>2. Review systems authorizations process</td>
<td>Associate Registrars, Senior IT Managers</td>
<td>A. Business processes studied and documented</td>
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<tr>
<td></td>
<td></td>
<td>B. Vulnerabilities identified</td>
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<tr>
<td></td>
<td></td>
<td>C. Risks mitigated</td>
</tr>
<tr>
<td>3. Assist with the implementation of the Dell Medical School</td>
<td>Management Team</td>
<td>A. Needs identified</td>
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<tr>
<td></td>
<td></td>
<td>B. New systems and processes developed</td>
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<tr>
<td></td>
<td></td>
<td>C. Successful support of first class in summer 2016</td>
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Goal 3

Productivity and Efficiency

Improve the effectiveness and efficiency of our services and operations

To hold the trust and confidence of students, faculty, and staff, the Office of Registrar must maintain and continually improve the quality of our services and operations. Our office is committed to providing our stakeholders with useful services in an efficient and environmentally friendly manner. We also strive to achieve the necessary administrative foresight to prepare for changes in policies, laws, technology, or campus-wide efforts that might affect our services and operations.

The Office of the Registrar will focus its efforts in the following areas:

A. Strengthen business practices by evaluating and integrating core services and operations

The Office of the Registrar oversees approximately fourteen core functions of the University. It is imperative that we continually focus efforts on increasing our productivity and efficiency in order to support the varied goals of the University. These efforts will concentrate on incorporating current and past academic record changes into one service, as well as identifying the needs and tools necessary to manage the increased volume of Veteran students and dependents. The automation of paper forms and processes into online services will also increase efficiency for our campus community. One such project underway is the conversion of the legacy NCAA Satisfactory Academic Progress tracking process into an online format.

B. Respond to internal and external initiatives

The Office of the Registrar endeavors to be a valuable member of the campus community by participating in and providing support to projects that respond to changes in educational policy and pursuits. Over the coming years, the Office of the Registrar will be responsive to state legislative mandates and to new and exciting additions to the University, such as the Dell Medical School and new means of online learning. Our office will be receptive to adjustment as projects become more clearly defined, adapt to the changing needs of the institution, and support various project implementations.
### Goal 4

**Strategic Information Technology Infrastructure Investments**

Foster a development culture and architecture that ensures robust, flexible, secure, and agile technical solutions

<table>
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<tr>
<th>Action Items</th>
<th>Responsible Parties</th>
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<tr>
<td><strong>A. Support efforts to prepare for student Enterprise Resource Planning (ERP) implementation</strong></td>
<td></td>
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<tr>
<td>1. Identify complexities within systems and processes and simplify where applicable</td>
<td>Management Team</td>
<td>A. Systems streamlined and modified for better integration with ERP</td>
</tr>
<tr>
<td>2. Enhance knowledge of current systems</td>
<td>Office Staff</td>
<td>A. Three-deep coverage used to ensure broad, deep understanding of each student system</td>
</tr>
<tr>
<td>3. Work with consultants to define and develop ERP processes and tools</td>
<td>Office Staff</td>
<td>A. Participation in various ERP committees where applicable</td>
</tr>
<tr>
<td>4. Identify ERP core vs. non-core systems</td>
<td>Senior IT Managers</td>
<td>A. Continue to refine and identify road maps</td>
</tr>
<tr>
<td>5. Identify remaining Registrar data files and incorporate these into the IQ data warehouse to facilitate reporting and trend analysis</td>
<td>Senior IT Managers, Research Team</td>
<td>A. Incorporate identified files into the IQ data warehouse</td>
</tr>
<tr>
<td><strong>B. Assess and modify systems development and administration</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Implement a systems design methodology that is driven by anticipated needs for data analytics</td>
<td>Management Team</td>
<td>A. Modifications made to project plans to include data analytics as a driver of design</td>
</tr>
<tr>
<td>2. Evaluate, plan, and implement Campus Integration Solutions</td>
<td>Senior IT Managers</td>
<td>A. Software and middleware tools identified and implemented</td>
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</table>
### Goal 4

**Strategic Information Technology Infrastructure Investments**

Foster a development culture and architecture that ensures robust, flexible, secure, and agile technical solutions

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<tr>
<td>C. Provide training and identify projects that will prepare IT staff for new ERP infrastructure</td>
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<tr>
<td>1. Become familiar with integration tools and technologies</td>
<td>IT Team</td>
<td>A. Familiarity with project management, issue tracking, and versioning tools</td>
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<tr>
<td></td>
<td></td>
<td>B. Familiarity with middleware technologies and shared languages</td>
</tr>
<tr>
<td>2. Create project plans and milestones for ERP non-core student systems</td>
<td>IT Team</td>
<td>A. Non-core systems rewritten using planned infrastructure</td>
</tr>
<tr>
<td></td>
<td>Management Team</td>
<td>B. Potential vendor packages identified to replace needed functionality</td>
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<tr>
<td>D. Support implementation of new medical school</td>
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<tr>
<td>1. Engage with medical school to determine requirements and plan for integration</td>
<td>Management Team</td>
<td>A. Requirements determined</td>
</tr>
<tr>
<td></td>
<td></td>
<td>B. Processes, project plans, and timelines mapped out</td>
</tr>
<tr>
<td></td>
<td></td>
<td>C. Needs and issues determined</td>
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</table>
Goal 4

Strategic Information Technology Infrastructure Investments

Foster a development culture and architecture that ensures robust, flexible, secure, and agile technical solutions

Due to an ever-changing technological environment, the Office of the Registrar will examine how we manage data, content, and applications for our stakeholders. We must focus on the continuous improvement of our processes and technologies for the benefit of the University and the higher education community.

The Office of the Registrar will focus its efforts in the following areas:

A. Support efforts to prepare for student Enterprise Resource Planning (ERP) implementation

The University has taken a strategic and proactive approach to future technology needs by developing the University’s Administrative Systems Modernization Program. The Office of the Registrar will assist these efforts by following our administrative systems road maps, and by collaborating with the IT community to develop and maintain applications that keep pace with modern capabilities and new technology and design specifications.

B. Assess and modify systems development and administration

The Office of the Registrar is responsible for a significant amount of confidential and secure data. We must continually review our processes and procedures to be sure that they are streamlined as employees enter and leave the institution; that direct access to data is secure and reliable; that we anticipate future data needs when designing our systems; and that we implement various software audit and versioning policies, which are necessary to meet compliance requirements.

C. Provide training and identify projects that will prepare IT staff for new ERP infrastructure

The Administrative Systems Modernization Program will propel the University into a new technology architecture and design era. To keep pace with the transformation of our technology platform, the Office of the Registrar will provide training opportunities for our staff to develop a mastery of the new tools and systems.

D. Support implementation of new Medical School

The inaugural class of the Dell Medical School will begin taking classes in the summer of 2016. In anticipation, a major focus for the Office of the Registrar is to learn about medical higher education administration, including medical school curriculum and academic foundations such as student enrollment, registration, transcripts and certifications, and related enrollment and academic policies.
# Goal 5

## Customer Service

Enhance customer service through strong partnership with the academic community

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<td><strong>A. Enhance communication and outreach of the Office of the Registrar among and across the University</strong></td>
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</table>
| 1. Promote an Office of the Registrar “voice” by training all employees to engage in a consistent tone and style of communication that demonstrates a helpful attitude during every customer service interaction | - Management Team<br>- Office Staff<br>- Student Workers | A. All new employees to view the customer service training module with suggested script for guidance  
B. Customer service refresher training for all staff                                                                 |
Goal 5

Customer Service

Enhance customer service through strong partnership with the academic community

It is a top priority for the Office of the Registrar to provide personal service to current and former students, administrative staff, and University faculty. We are committed to making a positive, lasting impression on these stakeholders by providing high-level customer service both in person and online, establishing and maintaining meaningful connections, and offering the opportunity for customer feedback.

The Office of the Registrar will focus its efforts in the following areas:

A. Enhance communication and outreach of the Office of the Registrar among and across the University

Given its central position within the institution, it is important that the Office of the Registrar continue to provide the University community with pertinent, timely, and relevant information that is helpful to students, faculty, and staff. We must formalize our relationships and participation with various campus entities and actively pursue different communication mediums to meet the changing needs of the campus population.

B. Refresh the Office of the Registrar communication tools to enhance usability, timeliness, and relevance to the academic community

The Office of the Registrar works closely with students, faculty, and staff and interacts with practically every administrative and academic unit on campus. While our Web site provides a plethora of helpful, relevant, and useful information, we recognize our Web site is just one means of effective communication. We will continue to evaluate and review the layout of our Web site, making improvements in navigation and search functions where possible to better serve the community. In addition, a goal of the Office is to develop a more robust, dynamic, and useful communication strategies, including a bigger social media presence, in order to better inform and support the needs of those we serve.
## Goal 6

### Revenue to Enhance Operations

Identify funding and partnership opportunities to support operating costs

<table>
<thead>
<tr>
<th>Action Items</th>
<th>Responsible Parties</th>
<th>Goals/Metrics (best estimates)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A. Evaluate methods for funding services and operations</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Use peer institutions as a benchmark for costs and charges of core services</td>
<td>Registrar Associate Registrars</td>
<td>A. Review AAU surveys on funding methods B. Conduct new AAU survey C. Identify funding streams in place at AAU institutions</td>
</tr>
<tr>
<td>2. Investigate alternative options for funding core services and operations</td>
<td>Registrar Associate Registrars</td>
<td>A. Document similarities and differences between our funding streams and those in place at other AAU institutions</td>
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<tr>
<td>3. Examine the feasibility and appropriateness of alternative funding options</td>
<td>Registrar Budget Director</td>
<td>A. Draft and submit proposal for alternative funding streams to University officials</td>
</tr>
<tr>
<td><strong>B. Explore and evaluate entrepreneurial and creative opportunities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Evaluate Board of Regents, UT System, and UT Austin rules regarding external partnerships</td>
<td>Registrar Budget Director</td>
<td>A. Rules identified and reviewed B. Rules regarding office operations evaluated</td>
</tr>
<tr>
<td>2. Identify opportunities to create partnerships to assist in the funding and support of core services and operations</td>
<td>Registrar Associate Registrars</td>
<td>A. Document opportunities B. Assess interest across the community</td>
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<tr>
<td>3. As permitted, implement funding or support avenues via community partnerships</td>
<td>Registrar Associate Registrars</td>
<td>A. Introduce one new revenue stream or partnership arrangement</td>
</tr>
</tbody>
</table>
Goal 6

Revenue to Enhance Operations

Identify funding and partnership opportunities to support operating costs

While the Office of the Registrar may have limited means to participate in traditional philanthropic activities, opportunities do exist to introduce revenue support avenues via partnerships with internal and external entities.

The Office of the Registrar will focus its efforts in the following areas:

A. Evaluate methods for funding services and operations

As with many units within the University, it is becoming more important to identify opportunities for alternate funding streams. The Office of the Registrar will benchmark against other AAU institutions to document similarities and differences between our funding streams and those in place at our peer institutions.

B. Explore and evaluate entrepreneurial and creative opportunities

As permitted by University, UT System, and Board of Regents rules, the Office of the Registrar will identify and explore opportunities to create partnerships that can assist in the funding or support of core services and operations. Successful incorporation of this goal will result in the enhanced financial support of office operations.
The following outlines the process by which the 2014-2017 Office of the Registrar Strategic Plan was developed. Initial discussions centered on the progress made with the Office’s 2011-2014 strategic plan, which was written during the spring and summer of 2011. This updated document reflects ongoing goals carried over from that prior Strategic Plan and represents current issues facing the Office and University.

Each member of the senior staff chaired affinity groups focusing on the subject areas listed below. In addition to the previous Strategic Plan and current initiatives, this report is shaped by the office’s mission, vision, and values. From this baseline, the following areas were identified as critically important for the office to address:

- Four-Year Graduation Rate and Student Success
- Staff Excellence
- Productivity and Efficiency
- Strategic Information Technology Infrastructure Investments
- Customer Service
- Revenue to Enhance Operations

Affinity groups comprised of office staff were assembled to review and assess the status, relevance, and timeliness of our 2011-2014 goals. Based on this review, each group was charged with determining which goals, objectives, and tactics should persist, which should be updated, and which should be removed. Each affinity group was made up of five to seven people. Appendix B provides a list of members of each group.

Work on this plan began in June 2014. All staff were invited to participate and asked to volunteer for the topic area that interested them the most. Affinity groups were formed and met throughout June and July to review their respective topic area with respect to subject-matter areas and related documents. The documents reviewed included the 2011-2014 Office of the Registrar Strategic Plan, as well as a number of recent reports including those by The Task Force on Undergraduate Graduation Rates and documents pertaining to the Administrative Systems Modernization Program.

The affinity groups then reviewed and updated the goals, objectives, and tactics included here-in. In late-July 2014, the senior staff discussed and reviewed the affinity group recommendations. A draft of the Strategic Plan was prepared in early August and distributed for final review by all affinity group members. The final plan was published August 31, 2014.
Appendix B: List of Participants

Four-Year Graduation Rate and Student Success
Brenda Schumann, chair, Associate Registrar
Stephanie Gonzalez, Senior Administrative Associate
Roman Sanchez, Software Developer
Vasanth Srinivasa, Assistant Registrar
Kevin Stahnke, Senior Software Developer/Analyst
Jesse Stumbris, Senior Administrative Associate

Staff Excellence
Jean McArthur, chair, Senior IT Manager
Barbara Felman, Administrative Associate
Dalton Hobbs, Senior Administrative Associate
Kara McCroskey, Administrative Assistant
Cely Smart, Assistant Registrar
Paula Walker, Senior Administrative Associate
Erin Waneck, Senior Administrative Associate
Jesse Weeks, Software Developer/Analyst

Productivity and Efficiency
Kim Taylor, chair, Associate Registrar
Trina Calkins, Senior Administrative Associate
Liz Castro, Senior Administrative Associate
Karen Early, Administrative Associate
Andrew Howard, Software Developer/Analyst
Laura Lansing, Administrative Associate
Alma Nabhan, Senior Administrative Associate
Priscilla White, Assistant Registrar

Strategic Information Technology Infrastructure Investments
Shan Evans, chair, Senior IT Manager
Stephen Haynes, Administrative Associate
Andy Loomis, Senior Software Developer/Analyst
Aaron Radicke, Software Developer
Adrian Rocha, Senior Administrative Associate
Catherine Theriot, Senior Administrative Associate
Robert Wyatt, Senior Administrative Associate

Customer Service
Denise Broussard, chair, Senior Administrative Associate
Sara Cheatham, Senior Administrative Associate
Tammy McAfee, Senior Administrative Associate
Colleen Morgan, Senior Administrative Associate
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