



2008–2009 Annual Report



Division of
Student Affairs

THE UNIVERSITY OF TEXAS AT AUSTIN
WHAT STARTS HERE CHANGES THE WORLD

From the Registrar



The Office of the Registrar has been actively engaged in a variety of campus activities this past year. I am very pleased to share our 2008–2009 Annual Report, which highlights a few of our collaborative efforts and accomplishments. As a service organization for the University, the Office of the Registrar is fortunate to be involved in many facets of University life. I hope you will find the Annual Report informative, and as always, I invite you to call me if you have questions or comments that you wish to discuss.

Our time and attention this past year was guided by the first-year goals, objectives, and tactics outlined in our 2008–2011 Strategic Plan. These goals focus on our commitment to providing customer service, improving our services, providing effective technological solutions, embracing diversity and inclusion, ensuring accuracy and integrity in operations, and enhancing staff development opportunities. These are fundamental to carrying out the responsibilities of our core functions in a proactive, consistent, and conscientious manner. More information about our Strategic Plan, who we are, and general information about the Office of the Registrar is available on our Web site (<http://registrar.utexas.edu/about/>).

Much attention this past year was paid not only to the services we provide, but also to how we provide those services. The breadth and focus of our functions require interaction with students, faculty, staff, alumni, and parents. In order to serve all of these populations effectively, all Office of the Registrar staff must be committed to providing excellent customer service. Only the considerable dedication of our staff can ensure that our services and operations meet the needs of our community and serve them well. Ensuring continuity of these services also requires a collaborative office environment that is

challenging and stimulating, which in turn promotes opportunities for professional growth and development for each member of our staff. While I have the privilege of leading this office and addressing you directly in this opening letter, the Office of the Registrar staff deserve the true credit for the accomplishments noted in the pages that follow, and for ensuring the continuity of our day-to-day functions.

Our attention now turns to the 2009–2010 academic year. As noted in this report, the upcoming year will build upon our accomplishments from 2008–2009 and will expand and enhance many of our initiatives and take them in new directions. While the scope of our objectives may seem broad, they demonstrate our continued commitment to our core values: accuracy, integrity, customer service, communication, and teamwork.

I appreciate and value the strong relationships that the Office of the Registrar has developed with our campus partners in serving the University of Texas at Austin. Please feel free to contact me if you have questions or comments about any of our services or if you have suggestions regarding how we may better meet the needs of the campus community.

All the best,

A handwritten signature in black ink, appearing to read "Shelby Stanfield". The signature is fluid and cursive.

V. Shelby Stanfield
Associate Vice President for Student Affairs and
University Registrar

Our Mission, Vision, Values, and Functions

The University of Texas at Austin **Core Purpose**

To transform lives for the benefit of society

Division of Student Affairs **Mission**

To facilitate students' discovery of self and the world in which they live



MARSHA MILLER

Office of the Registrar

Mission

The mission of the Office of the Registrar is to **create, maintain, certify, and protect** University records of courses, degrees, and students.

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.

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.

Core Functions

- Administration
- Budgeting
- Campus Support Activities
- Catalog Production
- Certification of Athletic Eligibility
- Course Inventory Administration
- Course Scheduling
- Degree Audit
- Diploma Services
- Document Management
- Enrollment Certification
- Final Exams
- Human Resources
- Research and Assessment
- Registration
- Room Scheduling
- Student Academic Records
- Training
- Transcript Services
- University Academic Calendar
- Veteran Certification

Caring for Our Customers

2008-09 ACADEMIC YEAR

431,451
Grades
Processed
(excluding Law students)

Because of its critical role within the University, the Office of the Registrar is committed to providing excellent services to current and former students and University staff and faculty. The office strives to make a positive impact on the University by providing excellent customer service in person, on the telephone, and online; by establishing and maintaining meaningful collaborations; and by offering the opportunity for customer feedback. Our work on a variety of initiatives over the past year confirmed the importance of remaining dedicated to these goals.

Assisting students, staff, and faculty in their navigation through various University administrative and academic processes is of the utmost importance to the Office of the Registrar. As more and more services move to the Web, it is crucial that they be accessible to all of our customers and be compliant with the Americans with Disabilities Act (ADA). This past year, office staff and student workers were trained in Web accessibility testing. Following the training, we reviewed our public Web pages and made sure that our services were ADA-compliant and accessible.

Working closely with other units on campus is crucial for successful implementation of new academic policies. This past year, the office collaborated with various members of the University community on the University's curricular reform initiative. Office staff joined forces with the School of Undergraduate Studies to implement the objectives recommended by the Task Force on Curricular Reform (2005), including the addition of signature courses, refinement of the forty-two-hour core curriculum, and the placement of skills

and experiences flags on classes in the Course Schedule. "The registrar's office staff has been magnificent in rising to the challenges of curriculum reform," said Paul Woodruff, Dean, School of Undergraduate Studies.

Communication with the campus community, especially regarding important deadlines and services, is key to the Office of the Registrar's mission. To ensure that office staff disseminate information consistently, efficiently, and effectively, the office created a customer service project team. This group developed staff training modules on confidentiality, accountability, and effective communication, and will conduct training sessions for staff throughout the fall of 2009.

Providing services to students receiving veteran's benefits is a core function of the Office of the Registrar. During the past academic year, more than 500 University students received VA or Hazelwood benefits. With the implementation of the new Post-9/11 GI bill, the number of students eligible to receive VA benefits is expected to increase substantially. The Office of the Registrar is taking steps to ensure that eligible students are aware of the new GI bill benefits and of any potential impact to their eligibility status. Office staff discuss benefits information with student veterans on a daily basis, and share their knowledge with the campus community in order to provide the best possible service for veterans and their eligible dependents. In addition, the office created a University-wide committee focused on increasing awareness of veterans' issues on campus, and on coordinating communication between different offices and between the University and student veterans.

"The registrar's office staff has been magnificent in rising to the challenges of curriculum reform."

—Dr. Paul Woodruff
Dean, School of
Undergraduate Studies

Being Responsive

The Office of the Registrar is committed to being able to respond to internal and external changes, to implement academic policy, and to continue to improve our core functions and processes. In the past year, several initiatives have given the office opportunities to demonstrate that commitment.

Implementation of Senate Bill 1231 (SB 1231) gave the office one of those opportunities. This legislation, which limits to six the number of times a student may drop a course throughout his or her undergraduate career, required the office to review and change many processes and procedures. One of the most significant changes was to alter the official transcript to include the number of courses a student has dropped. This required extensive testing to ensure the integrity of academic records. As a result of these efforts, the University was one of the first in Texas to implement SB 1231 and served as an example for other institutions to follow.



MARSHA MILLER

The Office of the Registrar must also respond to institutional policy changes. Implementation of the Faculty Council's legislation creating a plus/minus grading system for undergraduate students required the office to make many changes. These included modifications to several mainframe databases, grade reporting and grade point average calculation routines, catalog information, the degree audit system, and the official transcript. The office completed these changes in time for the fall 2009 implementation deadline, and students, faculty, and staff can expect a seamless transition to the new grading system.

Another area of focus this past year was the improvement of internal processes and procedures that affect the University community. The office is systematically assessing the use of paper reports and forms and reviewing processes that rely on manual, paper-based operations. A conversion plan to transfer paper documents to electronic processes is under development and will be implemented in the near future. The goal of this project is to make our operations more efficient while also reducing their impact on the environment.

We also worked closely with Student Government and the Senate of College Councils on a number of items of interest including enhancements to registration and improvements to the *Course Schedule*. "Student Government leaders truly enjoy working with the Office of the Registrar. The leadership and staff in the office are committed to students and delivering services that benefit the campus community," stated Liam O'Rourke, 2009–2010 Student Government President.

"The leadership and staff in the office are committed to students and delivering services that benefit the campus community."

—Liam O'Rourke
2009-2010
Student Government President

2008-09 ACADEMIC YEAR

114,964
Transcripts
Issued

Enhancing Technology

2008-09 ACADEMIC YEAR

30,210
Room
Reservations
Processed

The University is a technology-driven campus, and students, faculty, and staff expect that large amounts of data be readily available to them, and that their day-to-day interactions with systems be smooth and efficient. Because of this, the Office of the Registrar strives to achieve security, efficiency, functionality, and long-term maintenance of systems while



BIN CHEN

managing student, class, course, and degree information. We also hope to be leaders and agents of change regarding technology-related issues. Several initiatives over the past year demonstrate our commitment to improving the methods by which we provide data, content, and applications to our customers. Particular areas of focus were business processes and systems, system architecture, and data structures.

The Student Information Systems (SIS) section of the office assessed existing data structures in order to develop an infrastructure that is robust, flexible, secure, and agile. We focused on EASI (Electronic Access to Student Information), a Web-based portal developed a few years ago to provide administrative users with one online location to access a variety of Office of the Registrar services. The assessment of EASI determined that improvements to the infrastructure were needed in order to develop online replacements for the most heavily used mainframe systems, such as *NRRECS and *NRCRSE. Fifteen specific improvement projects were identified that will enable the office to retire several old mainframe systems. Three of these projects have been completed, and the remainder will be completed in the coming year. The assessment of data structures also resulted in a set of recommendations to improve data architecture so that users have greater access to data, and so that we will be able to react to database changes quickly and develop new services as needed.

These assessments, along with improvements needed to meet the University curricular reform initiative, led to the implementation of Class Manager, a new service that facilitates the administration of the Course Schedule. Designed to help departmental course schedulers manage

25,000 classes each academic year, the Web-based application, accessed through EASI, replaced the *NRCRSE mainframe system. The modern, easy-to-use interface has made scheduling classes each semester much easier for departments. “The search page in Class Manager is AWESOME! I also love that newly added classes are now placed among existing classes in course number order. So much easier to find everything. Many thanks!” exclaimed Alex Reshanov, Undergraduate Coordinator, Department of Germanic Studies.

Another new service that was launched this year was a student-athlete database that maintains accurate rosters for each sport, as well as other critical information, such as the semester of participation. This new service helps Intercollegiate Athletics for Men and Women ensure that the University is in good standing regarding NCAA and Big XII rules and regulations. It also lays a solid foundation for a future, more robust roster management system that can be used by other campus units, such as Student Financial Services, the Office of Information Management and Analysis, and the Division of Instructional Innovation and Assessment.

“The search page in Class Manager is AWESOME!... Many thanks!”

—Alex Reshanov
Undergraduate Coordinator
Department of Germanic Studies

To provide leadership for information technology initiatives on campus, several SIS analysts participated in a University-wide initiative that evaluated Web scripting languages to be used by administrative computing developers. A new scripting language and framework was chosen to replace the existing scripting language, and a plan was developed to create a related development environment and developer tools. We plan to begin using the new scripting language for new Web development in the coming year.



KATHERINE FAN

In the past year, the Office of the Registrar joined the National Student Clearinghouse. The Clearinghouse will give University officials a systematic way to track the progress of students not only at the University, but at any institution they may attend. We are making modifications to various internal systems so that the transfer of data to and from the Clearinghouse will take place without any interruption to existing services.

2008-09 ACADEMIC YEAR

27,632
Classes
Scheduled

Embracing Diversity

The Office of the Registrar values diversity and the different experiences and perspectives it brings to our office. In order to create a welcoming environment for everyone who works in the office or who interacts with its staff, the office has created a diversity plan with several goals.

2008-09 ACADEMIC YEAR

19,617
Registration Documents
Processed

One of the goals was reached in June of 2009, when a diversity climate assessment survey was offered to all employees in the Office of the Registrar. The survey was designed to measure staff perceptions of the office atmosphere in terms of equality, freedom of expression, inclusion, and openness. The overwhelming majority of the employees who responded indicated that focusing on diversity is about mutual understanding and respect, providing an opportunity for growth and development, and fostering an environment that supports teamwork. The survey results also indicated that managers demonstrate a commitment to diversity. An assessment tool is currently being developed that will help each manager identify specific knowledge and skills relating to diversity issues.

Many steps were taken over the past year to reach another goal of the diversity plan, which is to provide ongoing staff development opportunities that relate to

diversity issues. In April, the office hosted a “brown bag” information session facilitated by staff from the Division of Diversity and Community Engagement. The session led staff members through an activity geared toward recognizing personal biases. In addition, staff are encouraged to participate in various diversity-related activities across the campus. The office is currently represented on the divisional Diversity Task Force and is actively engaged in efforts to increase awareness of social justice issues within the Division of Student Affairs. In the coming year, the office will launch two new diversity training modules for its staff. One module will focus on increasing staff awareness on diversity-related issues, while the second module will help provide managers with skills that can be used when hiring and supervising employees.



MARSHA MILLER

Ensuring Accuracy and Integrity

Evidence of a student's academic progress and accomplishment is a precise and accurate academic transcript that is reflective of a student's coursework, grade point average, and transfer credit. Because of this, the Office of the Registrar maintains the highest level of accuracy and integrity while creating, maintaining, and protecting University records for courses, degrees, and students. The office must maintain this precision despite the large volume of changes to records that are processed each year, including over 12,522 grade changes, 684 name changes, and 975 course inventory changes. In order to ensure continued accuracy, the office has begun to review several business functions and processes and to establish guidelines for organizing documentation on business policies and practices. These efforts are core aspects of the office's business continuity and training plans.

The degree audit system is another area in which a high degree of accuracy must be maintained. The tool contains information on specific requirements for all forty-four degrees offered at the University. In the fall of 2008, 72 percent of undergraduates used the degree audit system at least once during the semester to plan coursework in 170 different fields of study. Academic advisers also use the degree audit system to help determine which courses will satisfy degree requirements. "The interactive degree audit system plays an integral role in the lives of most academic advisers on the UT campus in its capacity to help us help students plan their academic careers. Our hard-working colleagues in the Office of the Registrar have been willing and receptive to hear feedback about making the degree audit system and many other resources the most effective they can be for the benefit of UT students," said Lauren Campbell, President-Elect, UT Academic

Counselors Association. The current degree audit software has served the University well for many years, but is in need of improvement. This year the office compared the existing software to current campus needs and made recommendations for a new degree audit system. The goal of the new system is to provide (1) a Web interface for students that will help them plan their academic careers; and (2) a Web-based system for departmental users to define degree requirements and overrides. In the coming year, the office will begin to implement these recommendations.

The Office of the Registrar provides a breadth and depth of support services that require strict adherence to University, governmental, and regulatory policies and procedures. It is imperative that office staff maintain a high level of responsibility, confidentiality, and honesty when responding to customer requests in such areas as enrollment certification, modifications to student records, or changes to directory information. Audits are routinely conducted by federal, state, and University entities to review student records and office processes for accuracy, integrity, and security. Last year, the office passed all audits with high marks. "The VA and academic records reviewed were very well maintained and up-to-date. The staff is to be commended for their conscientious effort and excellent service to their veteran students," VA audit report.

"The interactive degree audit system plays an integral role in the lives of most academic advisers on the UT campus..."

—Lauren Campbell
President-Elect
UT Academic Counselors
Association

2008-09 ACADEMIC YEAR

12,522
Grade
Changes

Providing for Our Employees

Retaining a strong workforce is critical for the University and of utmost importance to the Office of the Registrar. The office strives to ensure that employees are engaged in their work and in the activities of the campus community, and makes staff development a high priority.



Cierra Campbell assists student, Ming-Chan Wu.

JIM WHITTEN

This past year the office conducted an employee retention assessment for full-time employees to identify the reasons for staff turnover. We analyzed vacancy data by job title, section, and reasons given by employees for leaving positions. The study also compared the office's salaries to those of other University offices and reviewed the

relationship between longevity and promotions within the office. The results of the survey will help us develop new retention strategies and enhance our workforce succession and staff development plans.

In conjunction with the employee retention assessment, the office formalized the steps taken when employees leave their positions. Employees who resign now complete an online exit survey and have a face-to-face exit interview with the registrar. The information gathered in the survey and exit interview will be helpful in developing employee retention strategies, improving the office climate, and evaluating work processes and workloads.

To better understand the competencies necessary for success in each position in the office, the Office of the Registrar collaborated with Human Resource Services to conduct an extensive analysis of positions within the office. The project involved each employee and the identification of the competencies needed in each position. The results will allow the office to improve position descriptions, job postings, interview and hiring processes, annual performance evaluations, and individual employee development plans. "Human Resource Services is proud to partner with the Office of the Registrar to incorporate behaviorally based competencies into their development, performance appraisal, and staffing plans. Their thoughtful involvement and leadership in this pilot project will result in implementation strategies that benefit not only their own department, but the campus as a whole," stated Julien Carter, Associate Vice President for Human Resource Services.

An integral part of the office's workforce is its student workers. Twelve student workers currently assist office staff with a variety of tasks, from providing direct customer service and support to handling an assortment of clerical responsibilities. This past year, in an effort to

"I am confident that the tools that I have gained here will equip me with the skills I need to be successful in my future career."

—Cierra Campbell
Student Worker
Office of the Registrar

2008-09 ACADEMIC YEAR

108
Training
Sessions
Offered to
the Campus
Community

focus on the learning experience that takes place within the office, the Council for the Advancement of Standards in Higher Education student learning outcomes tools were utilized to measure the skills that students acquire while working in the office. Some learning outcomes included an increased sense of social responsibility, leadership skills, the appreciation of diversity, and effective communication techniques. "Working in the registrar's office for a little over a year has been a tremendous learning experience. I am confident that the tools that I have gained here will equip me with the skills I need to be successful in my future career," said Cierra Campbell, student worker. The office hopes to expand opportunities for future student workers to gain the valuable skills necessary for continued success.

Finally, to help staff feel engaged in the mission of the office and to promote a culture of collaboration and unity, weekly presentations were initiated this past year. Called "CONNECT" sessions, the gatherings focus on work processes within the office, and also include presentations from other offices on topics such as health, safety, and employee benefits. CONNECT sessions have helped to create a more informative and stimulating office environment and are well attended by staff.

Transcript Services staff members Gaby Laredo, Bobby Kendrick, Linda Montgomery-Delaney, Mike Guerrero, Andrea St. Lawrence, and Kristin Loken (l-r) commemorate Mike's ten years with the office.



JIM WHITTEN

"Human Resource Services is proud to partner with the Office of the Registrar...Their thoughtful involvement and leadership in this pilot project will...benefit... the campus as a whole."

—Julien Carter
Associate Vice President for
Human Resource Services

2008-09 ACADEMIC YEAR

30,234
Certifications
Issued

Strategic Initiatives 2008–2009

2008-09 ACADEMIC YEAR

80,170
Documents
Scanned
into
Imaging
System

Cultivate our relationship with students, faculty, and staff

- Ensured that all Web services are compliant with the Americans with Disabilities Act (ADA).
- Worked with Student Government representatives to research and design the pilot project for E-Textbooks.
- Created a University-wide committee to coordinate information between campus offices and to enhance communication between student veterans and the University community.
- Created customer service training for all Office of the Registrar employees.
- Developed annual schedule of messages to be published on office bulletin boards and spotlights on the Office of the Registrar's homepage.
- Implemented the new plus/minus grading system.
- Collaborated with New Student Services to provide registration services during orientation.

Improve the effectiveness and efficiency of our services and operations

- Assessed student identity management issues that affect the campus.
- Pooled our student workers into a single team that is available to all sections of the office.
- Modified University operations to be compliant with Senate Bill 1231, which limits the number of courses that a student may drop.
- Made significant progress toward developing an athletic roster management service.

- Assessed our use and production of paper reports and forms with a goal to convert each to an electronic format.
- Created and introduced the Class Manager online application for departmental course scheduling.

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

- Assessed the strengths and weaknesses of the Electronic Access to Student Information (EASI) infrastructure.
- Assessed the degree audit system and recommended modifications for system improvement and growth.
- Maintained active participation in the University's evaluation of the software initiatives managed by the Kualu Foundation.
- Conducted two security-related internal seminars this year.
- Integrated the existing Family Educational Rights and Privacy Act (FERPA) compliance check into all Office of the Registrar systems that access student data.

Create an environment that values and embraces diversity

- Conducted a diversity assessment.
- Assessed current partnerships with campus diversity efforts.
- Provided employees with opportunities to participate in diversity-related activities.

Campus-wide Involvement

Ensure continuity in the accuracy and integrity of our work by preparing the office to respond to a disruptive event

- Reviewed the University of Texas at Austin Business Continuity Plan.
- Ensured that our service and operation documentation is thorough and readily available to all employees.
- Developed a “three-deep” chart for all of our core functions.

Develop our workforce and maintain a stimulating office environment for employees

- Conducted a retention study within the Office of the Registrar.
- Incorporated the use of exit interviews into planning for workforce needs.
- Communicated and reinforced the staff development plan.
- Incorporated the use of competencies into our position descriptions, job postings, interview and hiring processes, and annual performance evaluations.

Committee, task force, and work group participation by staff of the Office of the Registrar

- Academic Counselors Association (President)
- Administrative IT Governance Council
- Administrative IT Leaders Group (Chair)
- Admissions and Registration Committee (committee of Faculty Council)
- Building Access and Control Systems Committee
- Business Services Council (Chair)
- Committee on Undergraduate Degree Program Review
- Division of Student Affairs Assessment Committee
- Division of Student Affairs Assessment Coordinator Search Committee (Chair)
- Division of Student Affairs Diversity Task Force
- Division of Student Affairs Leadership Team
- Division of Student Affairs Wellness Network
- Educational Policy Committee (committee of Faculty Council)
- Enrollment Services Committee
- Faculty Council
- Mainframe Efficiency Advisory Group
- Provost’s Advising Technology Committee
- Provost’s Committee on Summer Enrollment
- Provost’s Information Management Advisory Council
- Student Affairs Council on Enrollment Services
- Student Deans Committee
- Task Force on Enrollment Strategy II
- Technology Classroom Committee
- University Academic Calendar Committee (committee of Faculty Council)
- Veterans Services Committee

2008-09 ACADEMIC YEAR

13,159
Diplomas
Issued

Looking Ahead 2009–2010

2008-09 ACADEMIC YEAR

975
Course
Inventory
Changes

Goal 1 Cultivate our relationships with students, faculty, and staff.

- Provide customer service training for all Office of the Registrar employees.
- Evaluate staff participation on University committees and position the office to contribute to University initiatives such as those related to mainframe efficiency and application security.
- Track volume and evaluate nature of calls to our customer service units.
- Assess and improve training on various procedures.
- Reestablish the Student Data Discussion Group (SDDG) and create a regular meeting schedule.
- Maintain online “frequently asked questions” and help pages for two high traffic services.
- Continue progress on ensuring that all Web services are compliant with the Americans with Disabilities Act (ADA).

Goal 2 Improve the effectiveness and efficiency of our services and operations.

- Create business process maps for all our core operations.
- Assess our use and production of paper reports and forms and develop a plan to convert each to an electronic format.
- Implement procedures that reduce or eliminate the need for printed reports and forms.
- Develop a backup and succession plan for those

responsible for each of our core functions.

- Display completion of approved certification programs on the academic transcript.
- Monitor and support the new athletic roster management service.
- Continue supporting objectives resulting from the University’s curricular reform initiative.

Goal 3 Foster a development culture and architecture that ensures robust, flexible, secure, and agile technical solutions.

- Implement solutions to limit current file access problems and to normalize data structures.
- EASI; create and implement quick search for course and class information and create and implement policies and procedures for managing centralized and decentralized scripts for dynamic web pages.
- Finish converting our Course Schedule production systems (NRCRSE, NRCLAS, NROP, NROPUA) to EASI.
- Rewrite Degree Audit system based on recommendations.
- Continue to evaluate and adopt the Web scripting language that was recently added to our campus-wide development environment.
- Over the next two years, evaluate, plan, and develop the capacity, security, and functionality of the University’s SPEEDE server.
- Evaluate marketing and participation plans for SPEEDE over the next two years.

- Assess the viability of re-opening the imaging server to administrative users off campus and to applicant/student users to view their own documents.
- Collaborate with campus IT staff to define and create a centralized authorization system that will meet the needs of the multiple software systems in use in the Office of the Registrar.
- Integrate the existing Family Educational Rights and Privacy Act (FERPA) compliance check into all Office of the Registrar systems that access student data.

Goal 4 Create an environment that values and embraces diversity.

- Develop diversity training for staff and student workers.
- Develop supervisor-level diversity training.
- Create a list of diversity activities and opportunities from within the campus and the higher education community.

Goal 5 Ensure continuity in the accuracy and integrity of our work by preparing the office to respond to a disruptive event.

- Develop quality assurance testing procedures.
- Create an internal business continuity plan (pandemic flu, H1N1, short term and long term closure, etc.).

Goal 6 Develop our workforce and maintain a stimulating office environment for employees.

- Assess the current “New Employee Orientation” checklist to determine its effectiveness.
- Assess and provide supervisors with training in managing and developing staff.
- Incorporate the use of competencies into our position descriptions, job postings, interview and hiring processes, and annual performance evaluations.



MARSHA MILLER

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