Our Mission
The mission of the Office of the Registrar at the University of Texas at Austin is to create, maintain, certify, and protect University records of courses, degrees, and students.

Our Vision
The Office of the Registrar 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 our employees by promoting a friendly and stimulating office environment with opportunities for professional development.
- **Earn** national respect for excellence in academic services and our use of technology to benefit 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 and coordinate the intricacies of our collective mission.

Our Core Functions
The core functions of the Office of the Registrar include
- Campus Support Activities
- 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
- Training
- Transcript Services
- University Academic Calendar
- Veteran Certification

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
This year the Office of the Registrar made a concerted effort to shift our thinking from process-based to outcome-oriented. Our strategic goals guided us to use our resources most effectively to benefit the University, Division of Student Affairs and the Office of the Registrar. This year’s annual report is organized by themes based on our 2008-2011 strategic goals, the outcomes obtained, and the value proposition of each.

**GOAL 1** Provide useful services with cost-saving operations

**OUTCOMES**
- Strengthen business practices by integrating core services and operations
- Respond to internal and external initiatives impacting the University
- Phase out the use of paper in services and operations

**GOAL 2** Improve processes and services through technology

**OUTCOMES**
- Improve efficiencies of the University administrative computing environment
- Recommend solutions for reengineering the degree audit system
- Utilize student records data effectively and efficiently for enrollment management decisions
- Launch a master planning effort to move the administrative computing environment to an open systems platform
- Deploy two services using the University’s new web development environment

**GOAL 3** Create opportunities to leave lasting impressions

**OUTCOMES**
- Improve direct customer service provided to the University community
- Establish and maintain effective communication with students, faculty, and staff
- Enhance the usability and visibility of web services
- Respond to the needs of Student Veterans

**GOAL 4** Value differences in one another

**OUTCOMES**
- Increase staff awareness about diversity issues
- Create a list of diversity-related organizations and events affiliated with the University

**GOAL 5** Mitigate risks and plan for the future

**OUTCOMES**
- Create business process maps for each of our core functions
- Develop a more flexible catalog production process to meet the needs of the University community
- Identify vulnerabilities that may affect our operations and ensure proper controls are in place

**GOAL 6** Provide a dynamic place to work

**OUTCOMES**
- Incorporate the use of competencies into our position descriptions, job postings, interview and hiring processes, and annual performance evaluations
- Conduct regular presentations, demonstrations, and other activities on subjects of interest to staff
- Identify and measure student learning outcomes for student workers
Given the current economic climate, the Office of the Registrar has made a concerted effort to assess the types of services and operations we provide the university community. We asked ourselves difficult questions about what primary services should be offered, if we were performing operations to the best of our ability, and if there were changes that could be made to use our resources more effectively. We not only want our services to be useful to our customers, but also to provide them in the most efficient and effective manner possible. Based upon this goal and our finite resources, the Office of the Registrar identified outcomes that resulted in an increase in efficiency and effectiveness.

Provide useful services with cost-saving operations

**OUTCOMES**

**Strengthen business practices by integrating core services and operations.** After completing an assessment of our existing resources, the office merged our two front counter areas into one centralized space to provide comprehensive front counter service in one location. Employees were cross-trained in all front-counter operations which provided an increase in the number of employees available to assist students, faculty, and staff with their Office of the Registrar inquiries. This also strengthened our business continuity and lowered the potential risk due to staff vacation and turnover.

Senior staff members made additional efforts to strengthen our business practices by identifying all services provided by our office and categorizing them into those services which were primary, secondary, or tertiary. This exercise and subsequent list of categorized services has placed our office in a position to gauge the impact when faced with potential redirection of funds from budget reduction requests.

**Respond to internal and external initiatives impacting the University.** The Office of the Registrar responds to both internal and external initiatives each year. For example, a need was demonstrated across multiple campus units—the Office of Admissions, the Office of the Registrar, Student Financial Services, the Office of Information Management and Analysis, and Intercollegiate Athletics—to maintain an accurate list for over 600 student-athletes. Because of this need, the Office of the Registrar worked collaboratively with these entities to create tracking software that provides a foundation of student-athlete information and the ability to track student-athlete information across multiple years and multiple sports. This new software will benefit multiple campus units and will increase their own efficiency and effectiveness.

In response to the on-going integration of skill and experience flags into University course offerings, the Office of the Registrar continued its work with the School of Undergraduate Studies to implement an automated process to introduce flags into the course schedule. This automated solution will streamline the process for departmental course schedulers, the School of Undergraduate Studies, the Office of the Registrar, and will ultimately benefit students by providing accurate and up-to-date information on the courses and classes that carry flag designations.

This past year the Office of the Registrar joined the National Student Clearinghouse, an organization that tracks student enrollment for the purpose of enrollment verification, degree certification, and student loan deferment. This was not only an advantageous move for our office by decreasing the workload of enrollment verifications and degree certifications, but also provides benefits to the University and other institutions of higher education across the country with the utilization of Student Tracker, a database designed to follow students as they transfer between institutions.

In response to House Bill 2504, the Office of the Registrar took a lead role in developing the software to allow colleges to upload course syllabi and curriculum vitae of their faculty. This initiative, which impacted every college on campus, must allow for the syllabi and vitae information to be within three clicks from the University home webpage as mandated by the Texas Legislature.
Phase out the use of paper in services and operations. The Office of the Registrar assessed our use and production of paper reports and forms to determine where efficiencies could be gained by expanded implementation of electronic documents. A plan has been established and prioritized to retire the production of the 55 reports and forms we currently use and replace them with more effective electronic processes. Work began this year to automate the grade change form—a form that faculty in academic departments and the Office of the Registrar use to process over 13,000 grade changes per year.

OUTCOME

BY THE NUMBERS 2009–2010 Academic Year

- 115,804 Transcripts issued
- 441,590 Grades processed
- 19,125 Registration documents processed
- 13,334 Grade changes
- 128 Training sessions offered to the campus community
- 29,385 Certifications issued
- 13,108 Diplomas issued
- 95,877 Documents scanned into the imaging system
- 10,595 Course inventory changes
- 31,667 Room reservations made
- 27,456 Classes scheduled
Improve processes and services through technology

We live in an information-seeking society where technology allows for business to be conducted at the palm of your hand. Because of this, there is high demand placed on the Student Information Systems (SIS) team to develop as many service applications as possible and to extend new technologies that will improve the ability of students, faculty, and staff to conduct business with our office.

The Office of the Registrar is dedicated to maintaining and protecting University records. To ensure that University records are maintained as well as protected, SIS must concentrate energy not only on development of new services, but also on maintenance and enhancement on the services already in place. We strive to foster a development culture and architecture that ensures robust, flexible, secure, and agile technical solutions. Our office this year has made a concerted effort based on our resources to respond to the needs of the University community and State of Texas.

Improve efficiencies of the University administrative computing environment. In response to the current strain on the mainframe, we completed a six-month project to enhance the efficiency of our student record database. The SIS team gained much efficiency across almost every system and process we maintain. One example was a 20 percent efficiency gain on our most frequently accessed student database.

The SIS team also performed maintenance on multiple existing web systems replacing the UTDirect Lite machinery with the ITS-Applications provided UTDirect Lite machinery. In registration, a heavily used system, this reduced computer processing time substantially for every student who registered for classes.

Recommend solutions for re-engineering the degree audit system. Based on the report from the 2nd Task Force on Enrollment Strategy, which identified ways to address progress toward degree and time to degree, the Office of the Registrar conducted an assessment of the degree audit system to determine improvements needed to meet the Task Force recommendations. The office created a Degree Audit operational group and a Degree Audit policy group comprised of representatives from each of the University’s schools/colleges to participate in the design of the new degree audit system. The operational group is examining the features of the degree audit system to identify necessary enhancements. The policy group is examining educational policy that would positively impact progress toward degree and time to degree.

Utilize student records data effectively and efficiently. As a part of the Enrollment Services Committee, the Office of the Registrar has taken the lead role in collaborating with Information Quest (IQ) to develop a comprehensive data warehouse that will include student data from admissions, orientation, student academic records, financial aid, and housing and food. The information will provide opportunities to study how the services provided by these offices correlate to student success. The Office of the Registrar has also taken a lead role in using predictive analytics and data modeling to improve policies and student success outcomes.

Launch a master planning effort to move the administrative computing environment to an open systems platform. The Office of the Registrar through participation on the Business Services Committee, the Administrative IT Leaders Group, and the Architecture and Infrastructure Committee, participated in the evaluation of our administrative computing programming environment. Following this review, a recommendation was presented to the Operational IT Committee that the University migrate to an open system technology platform. The Office of the Registrar, and specifically the Student Information Systems team, will be actively involved in helping develop the administrative system master plan this coming year.

Deploy two services using the University’s new web development environment. More than half of the developers in Student Information Systems were trained in Python/Django in response to the Administrative IT Leaders recommending that the administrative IT community move to the new toolset and the Business Services Committee endorsing new development in the new toolset. Both the new Emergency Contact software and the software built to support HB 2504 were built in Python/Django and successfully deployed in production this year. Student Information Systems implemented a standard not to develop in webAgent II except when modifying existing systems.

Recently completed projects

• National Student Clearinghouse
• Race/ethnicity changes
• Plus/Minus grades for undergraduates
• Emergency Contact System
• Athletic Indicator System and retirement of all processes using the retired athlete indicators
• GPA calculator
• Degree Audit Assessment
• HB 2504 Course Syllabus and Curriculum Vitae
• Undergraduate Studies Flags Feed Implementation in support of Core Curriculum Reform
• Registration Time slotting on the Half-Hour
• Certificate Programs on Transcripts
• Security Upgrades to the Imaging Server

OUTCOMES

• Security Upgrades to the Imaging Server
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Create opportunities to leave lasting impressions

A recent visit from a UT alumnus to our office stated, “The visit was seamless! Outstanding, courteous, and fast service. Thank you so much!” The Office of the Registrar places a high degree of emphasis on customer service and would like for all our customers to have that type of lasting impression. Building and maintaining customer relationships is important to the office. Our employees interact in many different ways with students, faculty, and staff; whether working with individuals on the phone, email, in person, online, or on committee work, we strive to work collaboratively and collectively for the betterment of the University. Given the importance of the core functions we provide, we must maintain effective communication with our various constituents, leave lasting impressions, and positive experiences.

Improve direct customer service provided to the University community. Improving the service we provide has been a multifaceted approach. All employees attended a customer service training session to heighten their awareness on the best approaches to take when interacting with customers. The training also provided an opportunity for staff members to discuss customer service situations openly and learn from their colleagues as their approach when dealing with difficult situations. The office identified five main areas to continue our focus over the coming year: timeliness of service, helpfulness of staff, knowledge of staff, staff attentiveness, and overall quality of service. We realize that customer service training is an ongoing process and will continue to incorporate such training into our daily operating procedures.

Establish and maintain effective communication with students, faculty, and staff. Our University constituents have been provided with the opportunity to complete online or paper-based surveys on customer satisfaction. These survey instruments provide the office with valuable information on how we are performing and allow us to address any problems or concerns. The graph indicated below demonstrates the ratings received from students and faculty/staff. Based upon information received from the survey, students are highly satisfied with the service we provide with most of their interactions being face-to-face at our front counter. Faculty and staff have been more likely to interact with our office via phone or e-mail and are overall satisfied. We realize, however, that more effort is needed to train staff on better communication with customers over the phone and e-mail.

Another way that we maintain and establish effective communication with faculty and staff is our committee participation. Currently, the Office of the Registrar participates on more than 35 different University and divisional committees. Our committee participation allows us to identify how the Office of the Registrar may contribute to the purpose of the groups.

Respond to the needs of Student Veterans. The University of Texas at Austin has more than 700 student veterans, reservists, dependents (children or spouses of veterans) who receive some type of GI Benefits while seeking a degree. The Office of the Registrar assists students one-on-one to discuss an individualized plan for receiving aid benefits. The office provides ongoing education to student veterans on questions about changes to veteran policies, the impact of enrollment changes to military educational benefits, and the steps necessary to receive GI Benefits. It is of utmost importance to the Office of the Registrar to ensure that all student veterans obtain their benefits so that they may continue their educational endeavors. A recent UT Austin student veteran graduate stated “… thank you for your help these past several years. You have truly streamlined the VA process and getting my benefits has been the least of my worries with you on board. You and your staff always get the job done to the fullest!”

Enhance the usability and visibility of web services. Given the relevance to students, faculty, and staff, we provide them with the most current and up-to-date information on our website in a user-friendly and accessible manner. This year we ensured our web pages are compliant with the American with Disabilities Act (ADA).

The number of unique visits to our website most accurately indicates how our customers rely on the services we provide. During the last academic year, there were almost 11 million visits to the Registrar website and UT Direct services. Moreover, stakeholders viewed our pages more than 43 million times.

OUTCOMES

Committee participation

- UTDirect Refresh Advisory Group, chair
- UTDirect Executive Oversight Committee
- UTDirect Advisory Council
- UTDirect Academic Calendar Committee
- UTDirect Administrative IT Leaders Group
- UTDirect Admissions and Registration Committee of Faculty Council
- UTDirect Architecture and Infrastructure IT Governance Committee
- UTDirect Blackboard Task Force
- UTDirect Business Services Committee, chair
- UTDirect Campus Safety and Security Committee
- UTDirect Classroom Technology Committee
- UTDirect Committee on Future Policy Issues
- UTDirect Community College Partnerships
- UTDirect Council on Academic Support Programs
- UTDirect Course Demand, Planning, and Scheduling Committee, co-chair
- UTDirect Course Relations Committee, chair
- UTDirect Student Affairs Diversity Task Force
- UTDirect Educational Policy Committee
- UTDirect Enrollment Services Committee
- UTDirect First Year Academic Support Programs Working Group
- UTDirect First Year Transition Support Workgroup
- UTDirect Formula Funding Task Force
- UTDirect House Bill 2504 Implementation Committee
- UTDirect Mainframe Efficiency Advisory Group
- UTDirect Operational IT Committee
- UTDirect Provost’s Advising Technology Committee
- UTDirect Python Infrastructure Advisory Group
- UTDirect Registrar’s Working Group/Pastoral Changes Working Group
- UTDirect Revision of Student Records Committee, chair
- UTDirect Student Affairs Assessment Advisory Committee
- UTDirect Student Affairs Leadership Team
- UTDirect Student Dean’s Committee
- UTDirect Transfer Student Working Group
- UTDirect UTDirect Executive Oversight Committee
- UTDirect UTDirect Refresh Advisory Group
- UTDirect Veterans Services Committee, chair
Students

Helpfulness 97% 91%
Knowledge 97% 92%
Speed 95% 93%
Attentiveness 89% 97%
Overall 92% 91%

Customer Satisfaction

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The Office of the Registrar appreciates diversity through valuing differences, working effectively with individuals who may be different, respecting the values and beliefs of others, and seeking out others to enhance their own personal knowledge on diversity issues.

Increase staff awareness about diversity issues. The Office of the Registrar believes that awareness leads to knowledge with knowledge leading to behavior changes. We have placed a high value in providing diversity training for all employees. The first training focused on increasing the self-awareness of an employee’s biases, assumptions, and perspectives along with providing the instruments necessary for a deeper understanding of diversity within the workplace. The office diversity team, created last year, led the effort and facilitated the diversity activities. All employees attended a 60-minute diversity activity where they completed a social identity wheel at which they reflected upon a list of types of identities (e.g., age, gender, race, ethnicity, first language, etc.) they think about most often, least often, the identity that has the strongest effect on them, and identities they want to learn more about within the workplace. The activity provided healthy conservations about how each person views the world within the workplace with a different perspective. We will continue our diversity training efforts knowing that it will assist in providing better customer service to our constituencies and improved working relationships with all of our employees.

Create a list of diversity-related organizations and events affiliated with the University. The Office of the Registrar diversity project team conducted an environmental scan of the University to identify resources that might be meaningful for employees’ participation. A list of diversity-related organizations and events affiliated with the University of Texas at Austin was created and has become a part of the Office of the Registrar employee handbook.

OUTCOMES

Create a list of diversity-related organizations and events affiliated with the University.

Adapted from “Voices of Discovery,” Intergroup Relations Center, Arizona State University
Mitigate risks and plan for the future

**Create business process maps for each of our core functions.** This past year, the office has created business process maps for each of the core functions. These maps allow individuals to examine the flow of specific functions or processes taking place within a time continuum; identify the stakeholders involved in the various processes; any policies associated with the processes; and strengths and weaknesses of the process life-cycle. Currently, there are 55 total business process maps that have been created for our core functions. The business process maps will aid the office in maintaining business continuity and assist us in the future in streamlining our processes and procedures.

In collaboration with Dr. Urton Anderson from the Department of Accounting in the McCombs School of Business, the Office of the Registrar provides the opportunity for a group of students enrolled in ACC 383 Topics in Auditing: Management Auditing and Control to conduct a team project in examining specific office processes and procedures. The students facilitated a meeting with the Registrar, project manager, and individuals to discuss the written report and process maps. One student participant stated, "After the completion of the project, I learned that the Office of the Registrar does a lot more...Through this project, I have learned that through each simple activity there's an entire process behind it. Without the services provided by the Office of the Registrar, the basic academic needs of the students, faculty, and staff will not be provided. The Office of the Registrar is essential for the success of the university."

**Identify vulnerabilities that may affect our operations and ensure proper controls are in place.** Numerous core University operations are tied to the academic calendar. As such, it is critical that these operations are performed on time and on track. To aid in ensuring these services operate without disruption, and to streamline recovery should a disruption occur, we routinely review our risk footprint as part of our normal operating practice. The risk footprint notes the risks associated with each of our core functions, and the controls in place to mitigate any identified risk. The footprint is reviewed on a regular basis so that we may keep current on identifying the potential vulnerabilities and to better position the office to sustain operations should an event arise. In addition, we are actively involved in University Business Continuity efforts by participating on the Campus Safety and Security Committee.
Provide a dynamic place to work

It is important for Office of the Registrar to provide a dynamic environment for all employees. One goal of the office is to develop our workforce and maintain a stimulating office environment for employees.

Incorporate the use of competencies into our position descriptions, job postings, interview and hiring processes, and annual performance evaluations. The Office of the Registrar is working to create a culture of teamwork, collaboration, and fluidity amongst the staff. Instead of relying solely on the “hard” process-based skills, we are taking a meaningful approach to define the “soft skills” (i.e. competencies) also needed to be successful in a specific job. Over the past year, the Office of the Registrar and Human Resource Service (HRS) have collaborated to identify a competency-based approach to incorporate into our job profiles, hiring practices, and performance evaluations. HRS conducted an extensive assessment to determine specific job profiles which include a purpose statement, organization level (individual contributor, manager, and executive), the competencies, the appropriate contribution level for competencies (awareness, intermediate, advanced, and expert), and essential functions of the position. The updated job profiles have had a direct impact on the office’s organizational structure and operating culture and creates transparency for employees interested in learning what it takes to advance professionally in our office and profession.

Conduct regular presentations, demonstrations, and other activities on subjects of interest to staff. Each Tuesday morning, employees are offered an opportunity to gather and discuss various Registrar-related, University-related, and general information subject areas. These Tuesday sessions are called CONNECT and over 43 sessions were held this past year. CONNECT allows staff members to expand their opportunities for staff development relevant to their professional and office goals. Some session topics have included mind-mapping, tips on the improvement of presentation skills, ideas on increasing efficiency in Outlook and PowerPoint, advice on personal finance, and several sessions on office-related topics which provide opportunities for cross-training.

Employee competencies

Adaptability
Building Customer Loyalty
Building Trust
Business Acumen
Communication

Contributing to Team Success
Customer Focus
Decision Making
Establishing Strategic Direction
Managing Conflict

Planning and Organizing
Perspective
Tenacity
Identify and measure student learning outcomes for student workers. The Office of the Registrar sought to identify and measure student learning outcomes for the students employed in our office. The five learning domains are intellectual growth, social responsibility, leadership development, appreciating diversity, and effective communication. To ensure student growth, the student workers participate each month in a discussion on one of the learning domains. At the end of the year, the student workers complete a learning rubric which provides the opportunity for student workers to complete an indirect method instrument to measure students’ own perceived level of mastery in the five learning outcomes. Here is a list of the five learning outcomes we utilized for our student workers.

**OUTCOME**

Students who are employed in the Office of the Registrar will be able to:

1. Demonstrate effective communication with customers by maintaining customer focus, ensuring customer satisfaction, articulating verbal information, and corresponding through written word.
2. Appreciate diversity through valuing differences from their own, working effectively with individuals who may be different from themselves, respecting the values and beliefs of others, and seeking out others to enhance their knowledge on diversity issues.
3. Understand and abide by the office’s policies and procedures by being accountable for their work and maintaining a high level of accuracy and integrity in our records and processes.
4. Enhance their intellectual growth by identifying what their job entails, using critical thinking skills in problem solving, understanding how office processes are connected with one another, and apply prior information to a new situation or setting.
5. Demonstrate leadership skills by setting goals, thinking creatively to improve the quality of our services, collaborating with coworkers, and projecting a positive image of themselves and the office.
Strategic initiatives and looking ahead to 2010–2011

1.1.3 Evaluate the effectiveness of combining and relocating all front desk operations to Main 1.
1.2.2 Obtain continual feedback on services and processes.
2.2.3 Systematically begin converting paper forms to electronic documents. *** Grade Change Form ***
2.4.4 Continue to respond to and support objectives resulting from the curricular reform initiative.
2.4.5 Continue to create comprehensive enrollment management data warehouse.
2.4.6 Re-engineer the catalog production process using a content management system.
3.3.2 Rewrite the Interactive Degree Audit (IDA) system based on recommendations.
4.1.3 Conduct a post-training diversity assessment.
4.2.3 Conduct a post-training supervisor-level diversity assessment.
5.3.4 Establish an annual internal review and audit of the internal business continuity plan.
6.2.4 Provide staff with training opportunities in other sections of the office.
6.3.3 Incorporate the use of competencies into our position descriptions, job postings, interview and hiring processes, and annual performance evaluations.
6.3.4 Train supervisors on competencies-based interviewing.