

2008–2011 Strategic Plan



Division of
Student Affairs

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

From the Registrar

Innovation is appreciated; execution is worshipped.

I have seen this phrase used in the value statements of many companies, and I believe it sets the right tone for this strategic plan. We need to focus our time and attention over the next three years in ways that represent our appreciation for innovation without losing sight of the fact that it is our actions that will advance University initiatives and help us support future efforts and address unforeseen challenges.

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 engaging in and supporting innovative practices for which the University is well known. Maintaining the accuracy and integrity of course and student information while being a strategic partner in divisional and University initiatives can at times feel like a balancing act. To be effective in meeting our dual charge requires striking a good balance between planning and action. Communicating this vision both internally and externally is essential to doing our job well.

We have set lofty goals for ourselves in this strategic plan. As aspirations they reside at the heart of who we are and how we perceive ourselves, and they help us understand where we need to focus our creativity and energy. When these goals and their supporting rationales are consciously aligned with the goals of the Division of Student Affairs and the University, they become a true reflection of the Office of the Registrar's mission, vision, and values.

Key to this mission—and to doing our job effectively and efficiently—is the commitment and dedication of a staff that is focused on strong collaboration and solid working relationships with others throughout the division and the University. We can only achieve this dynamic by understanding the value of diverse perspectives in all facets of our work. Moreover, it

is vital that we provide professional development opportunities for all staff in order to maintain the highest skill levels in our core operations and to allow staff to advance and achieve their career goals.

The following strategic plan was produced through the efforts of more than forty individuals from within the Office of the Registrar and from other University offices. This group of staff, faculty, and students worked for more than eight months to craft a roadmap that describes where we are now, where we need to be in the future, and how we might get there. These concepts are presented in the form of six major goals that are detailed in the following pages. Appendix A of this document provides an overview of the process we followed and Appendix B lists the people involved in the strategic planning process. My heartfelt thanks go to them and everyone else who helped in the production of this document.

Please feel free to contact me if you have questions or comments, or if you would like to discuss any of the plan's objectives or tactics in more detail. I look forward to working with all of you in the coming years.

All the best,



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

Our Vision, Mission, Values, and Core Functions

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 its employees by promoting a friendly and stimulating office environment with opportunities for professional development; and
- * **Earn** national respect for excellence in academic services and the use of technology that benefits our campus and the higher education community.

Mission

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

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; and
- * **Teamwork**, to foster a collaborative work environment in order to coordinate the intricacies of our collective mission.

Core Functions

Core functions of the Office of the Registrar are to maintain the official course inventory; to produce and publish official catalogs, academic calendars, and class and final exam schedules of the University; to coordinate the use of classrooms; to register students for classes; to insure the accuracy and privacy of institutional and student academic records; to collect grades and determine the scholastic status of students; to produce and issue official transcripts, diplomas, and certifications of enrollment status; to determine and certify academic progress of students; to interpret and enforce academic policies; to provide student- and course-based reports; to identify trends, weaknesses, and broad campus issues related to courses, degrees, or student progress, and to develop or coordinate solutions to address them; and to identify, adopt, develop, and deploy technological services related to core functions of the office, the student service needs of the University, and the higher education community within the United States.



MARSHA MILLER

2008–2011 Strategic Goals Summary

1



Cultivate our relationships with students, faculty, and staff.

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 collaborations, and offering the opportunity for customer feedback.

2



Improve the effectiveness and efficiency of the office's services and operations.

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

3



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 provide data, content, and applications to our stakeholders. We must focus on the improvement of the processes and technologies for the benefit of our campus and the higher education community.

4



Create an environment that values and embraces diversity.

The Office of the Registrar seeks to create an operating culture of inclusiveness so we can better serve and meet the needs of the University and the surrounding community. We are committed to maintaining an office climate that embraces all individuals regardless of race, ethnicity, nationality, gender, sexual orientation and gender identities, ability, socioeconomic background, or religious and spiritual beliefs.

5



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

In order to maintain, certify, and protect University records of courses, degrees, and students, the Office of the Registrar must maintain a comprehensive business continuity plan that will allow the office to adapt to an unforeseen event that affects our work environment.

6



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

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 sustained staff development efforts and a stimulating office environment are significant factors in this effort.

Cultivate our relationships with students, faculty, and staff.

GOAL

RATIONALE

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 collaborations, and offering the opportunity for customer feedback.

OBJECTIVE 1.1 Improve direct customer service provided to the University community.

- * Create a feedback mechanism for users of front-counter services.
- * Provide customer service training for all Office of the Registrar employees.
- * Evaluate desirability and feasibility of combining and relocating all front desk operations to Main 1.
- * Track volume and evaluate nature of calls to our customer service units.

OBJECTIVE 1.2 Establish and maintain effective communication with students, faculty, and staff.

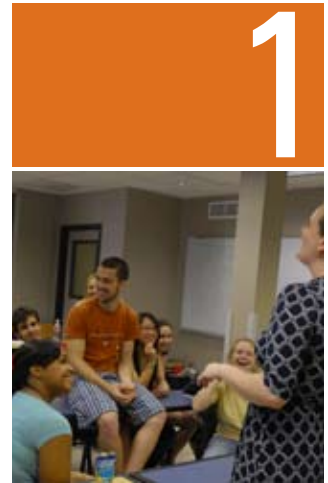
- * Create a dissemination plan to distribute information about our services and policies to our stakeholders.
- * Identify opportunities and methods to obtain continual feedback on services and processes.
- * Assess and improve training on various procedures.
- * Evaluate staff participation on University committees and position the office to contribute to University initiatives.
- * Develop annual schedule of messages to be published on Main 1 bulletin boards and spotlights on the Office of the Registrar's homepage.

OBJECTIVE 1.3 Collaborate on campus information technology (IT) efforts in which student or course data or systems are integral for success.

- * Reestablish the Student Data Discussion Group (SDDG) and create a regular meeting schedule.
- * Collaborate with and help guide the administrative IT community on campus-wide IT efforts.
- * At least once annually, contribute half the time of a full-time employee toward a campus-wide project.

OBJECTIVE 1.4 Enhance the usability and visibility of Web services.

- * Maintain online "frequently asked questions" and help pages.
- * Ensure that all Web services are compliant with the Americans with Disabilities Act (ADA).
- * Develop a standard process to include help screens in online systems.
- * Develop a Web-based customer service feedback mechanism.



MARSHA MILLER

Improve the effectiveness and efficiency of our services and operations.

GOAL



MARSHA MILLER

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

OBJECTIVE 2.1 Strengthen business practices by integrating core services and operations.

- * Create business process maps for all of our core operations.
- * Identify and document process improvement opportunities through tighter integration of existing services and operations.
- * Assess student identity management issues that affect the campus.
- * Establish and evaluate critical success factors for each of our core functions.

OBJECTIVE 2.2 Phase out the use of paper in services and 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 eliminate the need for printed reports and forms.
- * Systematically begin converting paper forms to electronic documents.

OBJECTIVE 2.3 Improve staff coverage for core functions in the office.

- * Develop a “three-deep” chart for all of our core functions.
- * Pool our student workers into a single team that is available to all sections of the office.
- * Develop a backup and succession plan for those responsible for each of our core functions.
- * Evaluate and update training documentation and procedures.

OBJECTIVE 2.4 Respond to internal and external initiatives such as changes to federal and state law, Faculty Council legislation affecting educational policy, and campus-wide efforts dependent on University records of courses, degrees, and students.

- * Display completion of approved certificate programs on the academic transcript.
- * Modify University operations to be compliant with Senate Bill 1231, which limits the number of courses that a student may drop.
- * Develop and deploy an athletic roster management service.
- * Respond to and support objectives resulting from the University’s curricular reform initiative.

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

GOAL

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

OBJECTIVE 3.1 Upgrade system architecture and data structures in order to be responsive to changing requirements and user needs and to provide users with greater control over their data and processes.

- * Analyze current data structures and identify normalization opportunities.
- * Develop solutions that limit to current file access problems and recommend alternative access methods.
- * Discontinue direct access to those files that have alternate means for access.
- * Bring each of our core systems up to current architecture design and code standards.

OBJECTIVE 3.2 Improve the Electronic Access to Student Information (EASI) interface and its ability to accommodate new and rewritten processes.

- * Assess the strengths and weaknesses of the EASI infrastructure.
- * Create and make standard a consistent user interface to accommodate different business processes and to streamline user training for new services.
- * Convert our Course Schedule production systems (*NRCRSE, *NRCLAS, *NROP, *NROPUA) to EASI.

OBJECTIVE 3.3 Convert the degree audit system to current architecture design and code standards in order to be responsive to changing University needs

- * Assess the degree audit system and recommend modifications for system improvement and growth.
- * Rewrite the degree audit system based upon these recommendations.
- * Rewrite the Interactive Degree Audit (IDA) system based upon these recommendations.

OBJECTIVE 3.4 Expand research, development, and collaboration to prepare for trends affecting student systems in higher education.

- * Evaluate and adopt the Web scripting language that was recently added to our campus-wide development environment.
- * Maintain active participation in the University's evaluation of the software initiatives managed by the Kualu Foundation.
- * Evaluate, plan, and develop the capacity, security, and functionality of the University's SPEEDE (Standardization of Postsecondary Education Electronic Data Exchange) server.
- * Represent the University on the American Association of Collegiate Registrars and Admissions Officers (AACRAO)-SPEEDE Committee and the Postsecondary Electronic Standards Council.
- * Evaluate marketing and participation plans for SPEEDE.

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BIN CHEN

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

GOAL *continued*

3



BIN CHEN

OBJECTIVE 3.5 Assess and improve information systems security practices to ensure compliance with federal, state, and University requirements.

- * Conduct at least two security-related internal seminars each year.
- * Review existing security best practices, including the University's Information Security Office minimum data and security standards for application development and handling of confidential and sensitive information.
- * Review and implement the policy for protecting sensitive data that appears on imaged and other electronic documents.
- * Review and implement document retention policies for imaged and other electronic documents.

OBJECTIVE 3.6 Assess and modify systems that control and monitor access to electronic applications and simplify the administration of system authorizations.

- * Identify needs for an authorization system to replace multiple systems currently in use for Office of the Registrar applications.
- * Collaborate with other departments on campus to create an updated central authorization system.
- * Integrate the existing Family Educational Rights and Privacy Act (FERPA) compliance check into all Office of the Registrar systems that access student data.
- * Work with the University community to integrate the existing FERPA compliance check module into all campus systems that provide access to student data.

Create an environment that values and embraces diversity.

GOAL

RATIONALE The Office of the Registrar seeks to create an operating culture of inclusiveness so we can better serve and meet the needs of the University and the surrounding community. We are committed to maintaining an office climate that embraces all individuals regardless of race, ethnicity, nationality, religious and spiritual beliefs, gender, sexual orientation, ability, socioeconomic background, or gender identity.

OBJECTIVE 4.1 Increase staff awareness about diversity issues.

- * Conduct a diversity assessment.
- * Develop diversity training for staff and student workers.
- * Conduct a post-training diversity assessment.

OBJECTIVE 4.2 Expand managerial knowledge and skills related to diversity issues.

- * Create an assessment tool to identify managerial knowledge and skills on diversity issues.
- * Develop supervisor-level diversity training.
- * Conduct a post-training supervisor-level diversity assessment.

OBJECTIVE 4.3 Maintain active involvement within the University on diversity issues.

- * Assess current partnerships with campus diversity efforts.
- * Create a list of diversity activities and opportunities from within the campus and the higher-education community.
- * Increase participation in campus activities that promote diversity awareness.



MARSHA MILLER

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

GOAL

5



MARSHA MILLER

RATIONALE In order to maintain, certify, and protect University records of courses, degrees, and students, the Office of the Registrar must maintain a comprehensive business continuity plan that will allow the office to adapt to an unforeseen event that affects our work environment.

OBJECTIVE 5.1 Prepare for recovery from a disruptive event by documenting policies and procedures and backing up electronic information.

- * Ensure that our service and operation documentation is thorough and readily available to all employees.
- * Evaluate the use of a wiki to document our policies and procedures.
- * Develop backup procedures for paper and electronic documents.

OBJECTIVE 5.1 Uphold a high level of accuracy and integrity for both University records and office processes.

- * Develop quality assurance testing procedures.
- * Assess the value of using issue tracking software to help organize and solve reported problems.
- * Assess the tools, techniques, and approaches used to keep software current and to maintain all documentation in current applications.
- * Incorporate a routine review of our risk management plan into our operating practices.
- * Annually review our retention policy and follow our records retention schedule.

OBJECTIVE 5.1 Maintain compliance with the University's Business Continuity Plan.

- * Review the University of Texas at Austin Business Continuity Plan.
- * Create an internal business continuity plan.
- * Create an internal communication network to help manage business continuity issues.
- * Establish an annual review and audit of the internal business continuity plan.

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

GOAL

RATIONALE 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 sustained staff development efforts and a stimulating office environment are significant factors in this effort.

OBJECTIVE 6.1 Increase our understanding of how hiring and employee retention practices impact our workforce.

- * Conduct a retention study within the Office of the Registrar.
- * Conduct an assessment of hiring practices.
- * Incorporate the use of exit interviews into planning for workforce needs.
- * Assess the current "New Employee Orientation" checklist to determine its effectiveness.
- * Enhance our Web site to promote professional opportunities available in the Office of the Registrar.

OBJECTIVE 6.2 Expand opportunities for staff development relevant to employees' professional goals.

- * Communicate and reinforce the staff development plan.
- * Conduct regular presentations, demonstrations, and other activities on subjects of interest to staff.
- * Provide staff training opportunities that focus on the policies, laws, and regulations that affect the office.
- * Provide staff with training opportunities in other sections of the office.

OBJECTIVE 6.3 Strengthen managerial leadership and communication skills.

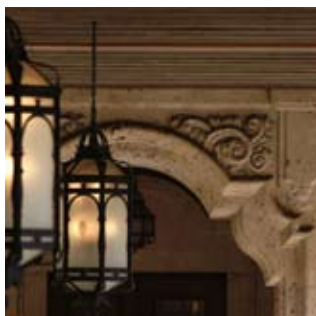
- * Assess supervisors' training and management skills.
- * Provide supervisors with training in managing and developing staff.
- * Incorporate the use of competencies into our position descriptions, job postings, interview and hiring processes, and annual performance evaluations.
- * Train supervisors on competencies-based interviewing.



JIM WHITTEN

Teresa Brigance, Joy Hill, and Linda Montgomery-Delaney (l-r), Staff Recognition Committee members, help to promote a friendly and stimulating office environment through monthly team-building events like this luau commemorating the end of another summer semester.

Appendix A: Process Summary



MARSHA MILLER

The Office of the Registrar within the Division of Student Affairs at the University of Texas at Austin participated in an eight-month strategic planning effort. Shelby Stanfield, Associate Vice President for Student Affairs and Registrar, presented the strategic planning framework to the registrar's office staff in November of 2007. Mr. Stanfield indicated that the effort would allow for both registrar's office employees and other University stakeholders to contribute their ideas regarding the goals and objectives the office would develop for the following three years. Guided by the office's mission, vision, and values, as well as divisional and University goals, the registrar identified the following six areas as the core components of the strategic plan:

- * Customer Service
- * Services and Operations
- * Information Systems and Technology
- * Diversity
- * Business Continuity
- * Workforce Planning and Staff Development

Six affinity groups were created to examine the six areas and to provide recommendations on specific goals and objects. Affinity groups were made up of six to eight people and were chaired by the Office of the Registrar's senior staff members. Twenty-eight of the affinity group members were Office of the Registrar staff and twelve were either faculty, students, or staff from outside the Office of the Registrar. Appendix B provides a list of members for each affinity group.

On January 31, 2008, the Office of the Registrar held a kickoff meeting that provided affinity group members with an overview of the strategic planning process. Affinity groups met weekly from February to April of 2008, and were asked to complete the following tasks:

- * Define the group's focus in relation to one of the six areas.
- * Conduct a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis.
- * Perform a literature review. The documents reviewed included The Report of the Commission of 125 (September 2005), President William Powers' Inauguration Speech (February 2006), and the Student Affairs' Strategic Work Group I Report (February 2006).
- * Review promising practices being used in other registrar's offices across the country.
- * Create goals, objectives, and tactics based on the information gathered.

On April 24, 2008, all affinity group members attended a meeting at which each group presented recommendations for development of the strategic plan. Between May 5 and July 21, 2008, senior staff met weekly to discuss and organize the affinity group recommendations. On August 19, 2008, a draft of the strategic plan was given to all affinity group members to review.

Appendix B: Affinity Group Members

David Troutman, Program Manager
Strategic Planning Coordinator

Customer Relations

Linda Pendergrass, Associate Registrar (chair)
Drew Finke, Senate of College Councils
Rowena Fong, Chair, Student Deans Committee and School of Social Work
Linda Montgomery-Delaney, Senior Administrative Associate
Cathy Rodriguez, Administrative Associate
David Spight, Assistant Dean, School of Undergraduate Studies
Terry Tatum, Associate Vice President, Information Technology Services (Customer Service)
Robert Wyatt, Assistant Registrar

Operations and Services

Mike Kirkendall, Associate Registrar (chair)
Alexia Apollo, Student Intern
Mark Bernstein, Associate Dean, College of Communications
Michele Brunke, Senior Administrative Associate
Miriam Camero, Senate of College Councils
Stephani Martinez, Administrative Assistant
Eric Ogburn, Electronic Publishing Specialist
Tim Tashjian, Associate Director, Student Information Systems

Information Systems and Technology

Angela Svoboda, Director, Student Information Systems (chair)
Emily Beddingfield, Administrative Associate
David Cook, Director Information Technology Services (Applications)
Kevin Stahnke, Senior Systems Analyst
Peter Telck, Senior Administrative Associate
Robert Trent, Assistant Director, Information Technology Services (Systems)

Diversity

Jane Shaughness, Associate Registrar (chair)
Tom Beard, Systems Analyst
Trina Calkins, Administrative Associate
Sergio Delgado, Administrative Assistant
Paul Hallett, Senior Systems Analyst
Ryan Miller, Senior Student Associate, Division of Diversity and Community Engagement
Vasanth Srinivasa, Assistant Registrar

Business Continuity

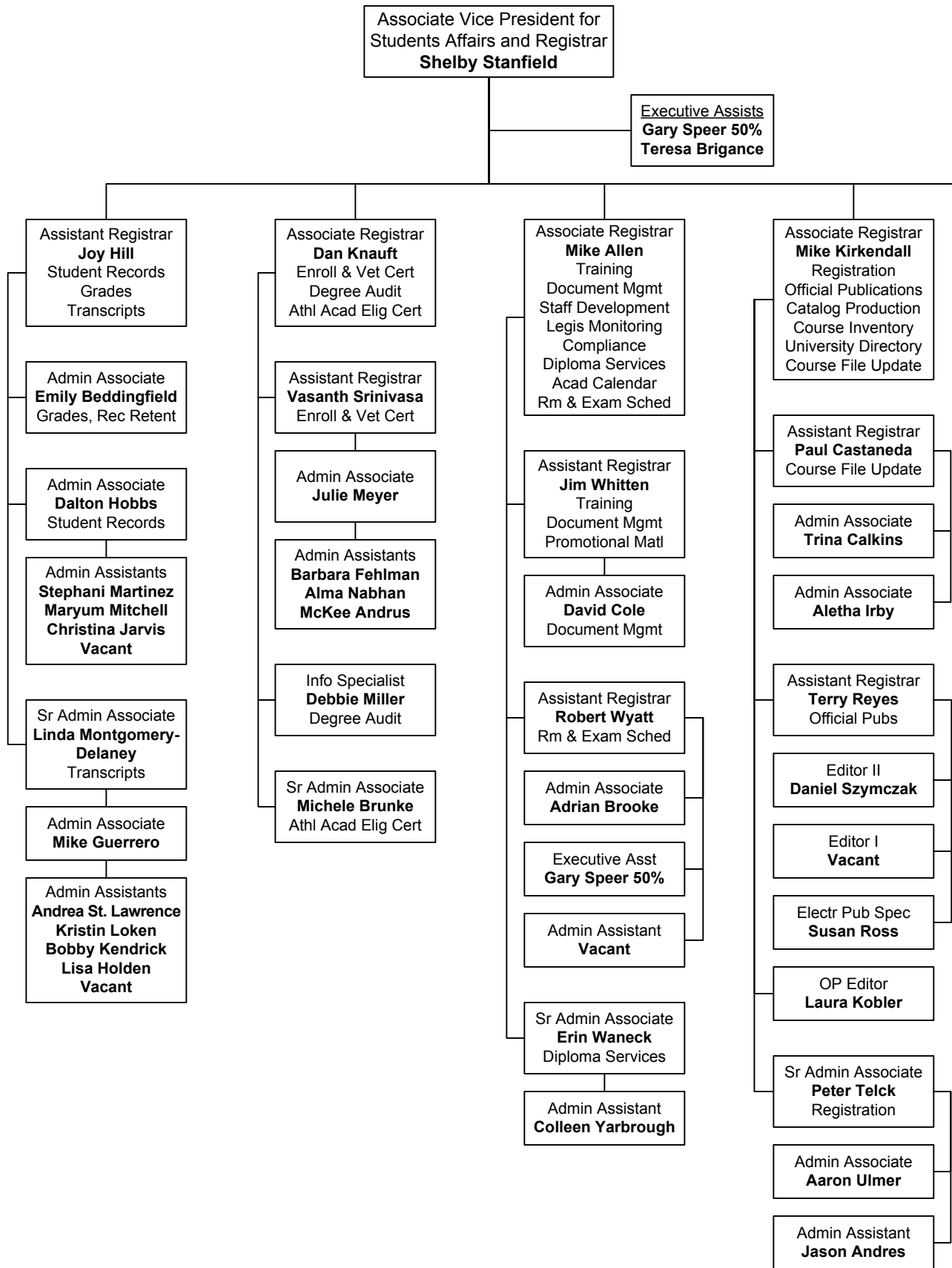
Dan Knauff, Associate Registrar (chair)
Clarence Bonnen, Senior Systems Analyst
Joy Hill, Assistant Registrar
Mark Luker, Audit Supervisor, Office of Internal Audits
Debbie Miller, Information Analyst
Erin Waneck, Senior Administrative Associate

Workforce Planning and Staff Development

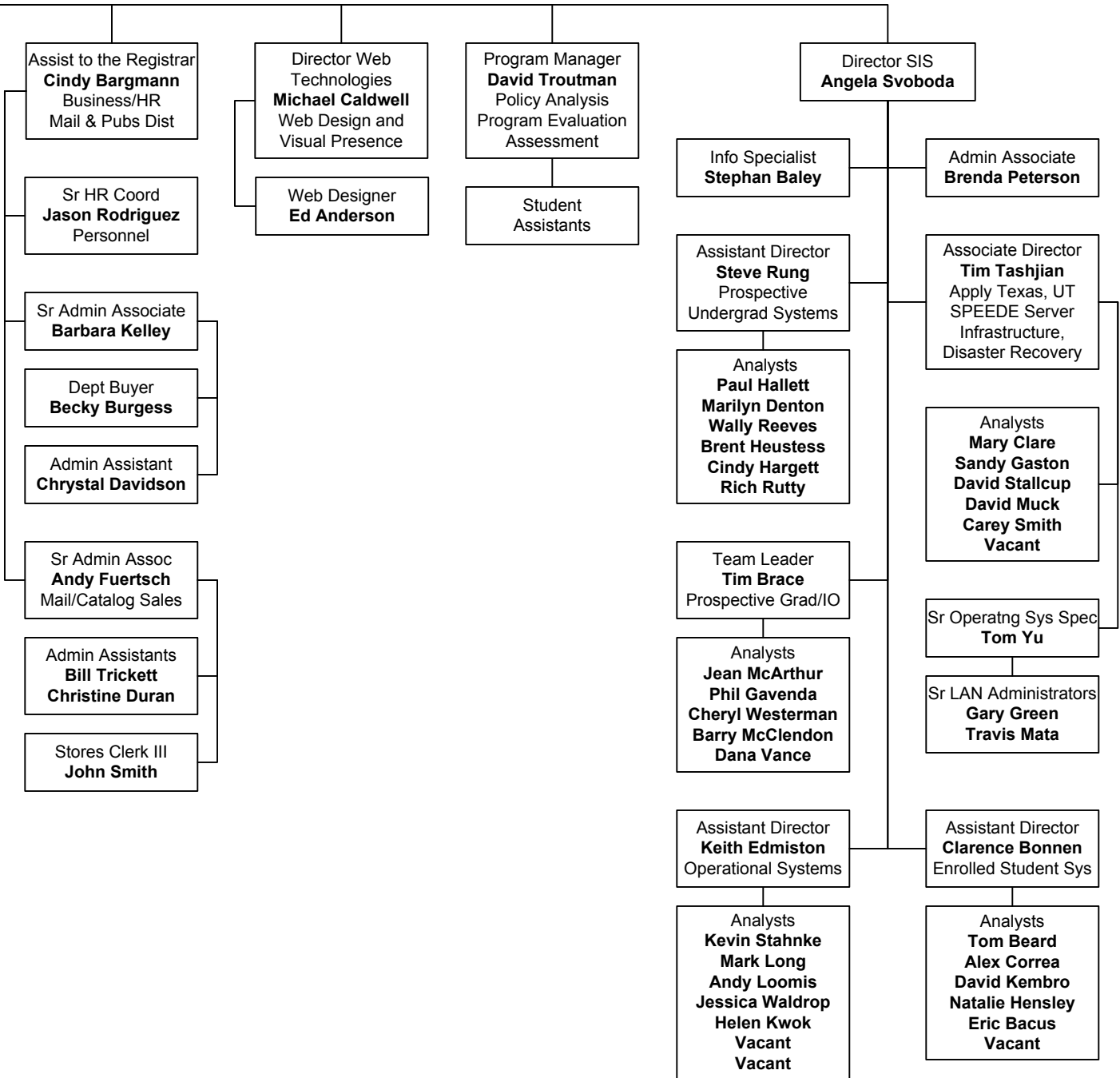
Mike Allen, Associate Registrar (chair)
Cindy Bargmann, Assistant to the Director
Keith Edmiston, Assistant Director, Student Information Systems
Julie Meyer, Administrative Associate
Eryn McGary, Administrative Assistant
Lou Scaruffi, Administrative Manager, Information Technology Services



MARSHA MILLER



Appendix C: Registrar's Office Organizational Chart





The University of Texas at Austin
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