# Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mission Statement and Goals</td>
<td>3</td>
</tr>
<tr>
<td>Year in Review</td>
<td>11</td>
</tr>
<tr>
<td>Organization Chart</td>
<td>17</td>
</tr>
<tr>
<td>Hires &amp; Resignations</td>
<td>21</td>
</tr>
<tr>
<td>Staff Involvement</td>
<td>25</td>
</tr>
<tr>
<td>Statistics</td>
<td>29</td>
</tr>
</tbody>
</table>
Mission Statement & Goals
Vision

The Office of the Registrar will become recognized as a leader of innovation and best practice among our counterparts within the PAC-12.

Mission

The Registrar’s Office performs an essential role in supporting, facilitating, and promoting the educational mission of the University of Utah by maintaining accurate student records, coordinating the registration process, scheduling academic classes, evaluating candidates for graduation, and providing the latest in technology and online self-service access to student record information via our robust web presence.

Values

- Professional excellence
- Seamless integrated service
- Institutional integrity
- Cooperative networks

Key Activities

1. Scheduling classes for students
2. Registering students for classes and creating their academic records.
3. Maintaining and distributing academic records
4. Reviewing student progress towards graduation and certifying degree completion
5. Certifying eligibility for student athletes
6. Certifying benefit eligibility for veteran students
7. Developing staff service excellence
8. Delivering relevant data to key decision makers across campus
9. Providing technology security, integrity, and usability university-wide

Progress 2014-2015 Goals

1. Scheduling classes for students
   - Goal: Participate in Strategic Scheduling for Student Success (S^4) Initiative (Ongoing)
     - Outcome: Report of implemented recommendations and implemented changes when appropriate.
   - Goal: Investigate Leepfrog Scheduling Offering Builder for feasibility of implementation (Completed)
     - Outcome: Report of feasibility study; implemented if appropriate.
   - Goal: Increase consistency and fairness by making relevant commitment-related due dates for shorter-term classes proportionally consistent with those of a regular semester. (Completed)
     - Outcome: Proportional dates are implemented within the university calendar for summer, first and second sessions, and miscellaneous sessions.
   - Goal: Complete PAC-12 comparison of scheduling policies to inform the development of U of U policies and practices. (Completed)
     - Outcomes: Summary of study and related action items.
   - Goal: Complete internal process review of Scheduling Division (Ongoing)
• Outcome: Summary of review and implemented changes as appropriate.

2. Registering students for classes and creating their academic records.
   • Goal: Simplify process to update registration for miscellaneous courses (Completed)
     • Outcomes: (a) policy revised, (b) dynamic dating implemented in PeopleSoft, and (c) students able to register, add, drop, etc. online
   • Goal: Encourage students to commit to classes and grading system earlier and align key registration dates on university calendar (Completed)
     • Outcome: Last day to add, last day to drop, last day to elect CR/NC, last day to Audit, and Tuition Due date all occur on the 10th instructional day of a regular semester.
   • Goal: Review registration cycle to encourage timely registration and enhance the students’ Plan to Finish (P2F). (Postponed)
     • Outcome: Summary of implemented changes
   • Goal: Investigate PeopleSoft delivered wait-listing functionality (Ongoing)
     • Outcome: Summary of investigation results

3. Maintaining and distributing academic records
   • Goal: Improve the efficiency and speed of transcript distribution and make e-transcript available (Completed)
     • Outcome: E-transcripts and corresponding batch automation are implemented.
   • Goal: Provide international students with a self-service enrollment verification (Completed)
     • Outcome: Automated enrollment verification implemented for international students
   • Goal: Investigate feasibility of online grade changes (Postponed)
     • Outcome: Summary of investigation results
   • Goal: Provide student grades earlier and improve on-time grade submission by faculty (Postponed)
     • Outcomes: Due date for grades moved earlier than second Tuesday after finals (requires Academic Senate approval); Messaging system implemented for reminding faculty of due dates and for those with late grades
   • Goal: Consider the prudence of implementing an alternative, non-punitive grade (besides EU) for missing grades (Issue Dropped)
     • Outcome: Proposal submitted or issue dropped

4. Reviewing student progress towards graduation and certifying degree completion.
   • Goal: Simplify and speed up the process for applying to graduate (Ongoing)
     • Outcome: Online graduation application implemented

5. Certifying eligibility for student athletes
   • Goal: Engage key constituents in a review of processes (Completed)
     • Outcome: Number of process enhancements documented

6. Certifying benefit eligibility for veteran students.
   • Goal: Assess satisfaction of veteran student with certification services (Completed)
     • Outcome: Summary of survey analysis and completed action items/process enhancements
   • Goal: Revise approval process to require official documentation of veteran status in order to expand benefits (Ongoing)
     • Outcome: Revised process implemented

7. Developing staff service excellence
   • Goal: Adopt a “no blind [cold] transfer” practice for phone calls to support seamless navigation (Completed)
     • Outcome: calls determined to require transfer to another department will be introduced to the recipient before completing the transfer
• Goal: Develop and implement a professional staff development program (Ongoing)
  • Outcomes: (a) staff knowledgeable of principles of good practice in student affairs, (b) staff understand and are able to use key student development theories, (c) staff establish or strengthen existing mentor relationships, (d) staff own the responsibilities and ethics of the registrar profession, (e) staff encouraged to enroll or complete a master’s degree, (f) staff possess professional competencies, (g) staff present at a professional conference.
• Goal: Develop a strategy for more effectively communicating our office’s value to various constituencies. (Ongoing)
  • Outcomes: revised mission statement, adopt tag-line, updated and strategic messages for students, faculty, and staff.
  • Outcomes: Positive feedback from advisors and scheduling coordinators related to annual Summit event.
• Goal: Administer and respond to a student satisfaction survey. (Completed)
  • Outcomes: Summary of survey analysis and completed action items/process enhancements
• Goal: Administer and respond to advisor survey (Ongoing)
  • Outcomes: Summary of survey analysis and completed action items/process enhancements
• Goal: Administer and respond to employee survey. (Ongoing)
  • Outcomes: Summary of survey analysis and completed action items/enhancements

8. Delivering relevant data to key decision makers across campus
• Goal: Provide training materials and meetings for college and department representatives to better access and utilize data available in PeopleSoft and the Data Warehouse (Completed)
  • Outcomes: (a) training materials available on Student Systems webpage for staff to refer back to after in-person training, (b) protocol developed for communicating enhancements and other changes to the system to college and department representatives, (c) feedback from college and department representatives indicating they can access and navigate Data Warehouse to get the data they need, and (d) dictionary published with definitions of key terms across campus that correlate with the Data Warehouse
• Goal: Develop and deliver enrollment information (including shopping cart-related data) to college and department representatives to assist in decision making. (Ongoing)
  • Outcome: College and department representatives report making more informed decisions about which courses to retain, cancel, increase the number of sections, etc.
• Goal: Provide data from the degree audit system that will aid various constituents in supporting timely degree completion. (Ongoing)
  • Outcome: Advisors and department representatives report satisfaction with additional information available to support their work with students

9. Providing technology security, integrity, and usability university-wide
• Goal: Perform an audit of user access and security roles within PeopleSoft (Ongoing)
  • Outcome: Document summarizing the audit findings and actions taken to improve security, integrity, and usability
• Goal: Deliver a state-of-the-art web presence that provides useful information to students, which is accessible both across different devices and in terms of ADA compliance. (Completed)
  • Outcome: Analysis and summary of customer satisfaction and our web presence when compared to our PAC 12 counterparts.
2015-2016 Goals

1. Scheduling classes for students
   a. Goal: Participate in year two of Strategic Scheduling for Student Success (S³) Initiative
      Outcome: Report of recommendations and implemented changes when appropriate
   b. Goal: To implement Leepfrog CourseLeaf Section Scheduler (CLSS)
      Outcome: Implement software successfully campus-wide
   c. Goal: Development of new U of U scheduling policies and practices based on best practices and standards developed by the university
      Outcomes: Implement new developed scheduling policies
   d. Goal: Continue internal process review of Scheduling Division
      Outcome: Summary of review and implemented changes as appropriate

2. Registering students for classes and creating their academic records
   a. Goal: Implement dynamic dating in PeopleSoft
      Outcomes: Students able to register, add, drop, etc. online for miscellaneous classes
   b. Goal: Review registration cycle to encourage timely registration and enhance students’ Plan to Finish (P2F)
      Outcome: Summary of implemented changes
   c. Goal: Investigate PeopleSoft delivered wait-listing functionality
      Outcome: Summary of investigation results
   d. Goal: Implement College Scheduler software
      Outcome: Students able to generate sample schedules and weigh options to determine best schedule for ease of registration

3. Maintaining and distributing academic records
   a. Goal: Investigate feasibility of online grade changes
      Outcome: Summary of investigation results
   b. Goal: Provide student grades earlier and improve on-time grade submission by faculty
      Outcomes: Due date for grades moved earlier than second Tuesday after finals (requires Academic Senate approval); Messaging system implemented for reminding faculty of due dates and for those with late grades
   c. Goal: Review National Student Clearinghouse functionality on Reverse Transfer
      Outcomes: Determine feasibility of implementing NSC software
   d. Goal: Review Electronic Transcript solutions outside of the National Student Clearinghouse for transcript ordering and delivering
      Outcomes: Validate current system or select new partner

4. Reviewing student progress towards graduation and certifying degree completion
   a. Goal: Investigate online application for graduation solutions
      Outcomes: Determine best solution and implementation
   b. Goal: Complete an audit on how certificates are awarded
      Outcomes: Develop quantitative procedures in this award process
   c. Goal: Create procedures for awarding dual emphases
      Outcomes: Implement quantitative procedures in this award process and communicate new procedures to stakeholders
   d. Goal: Investigate uAchieve functionality
      Outcomes: Additional functions implemented as feasible

5. Certifying eligibility for student athletes
   a. Goal: Conduct internal process review of continuing student athlete eligibility procedures
      Outcomes: Leveraging technology solutions to assist in this process
6. Certifying benefit eligibility for veteran students
   a. Goal: Assess satisfaction of veteran student with certification services
      Outcomes: Summary of survey analysis and completed action items/process enhancements
   b. Goal: Revise approval process to require official documentation of veteran status in order to expand benefits
      Outcomes: Revised process implemented
   c. Goal: Provide priority registration to eligible veterans
      Outcomes: Student veterans register prior to regular registration appointment

7. Developing staff service excellence
   a. Goal: Continue delivery of professional staff development program
      Outcomes: (a) staff knowledgeable of principles of good practice in student affairs, (b) staff understand and are able to use key student development theories, (c) staff establish or strengthen existing mentor relationships, (d) staff own the responsibilities and ethics of the registrar profession, (e) staff encouraged to enroll or complete a master’s degree, (f) staff possess professional competencies, (g) staff present at a professional conference.
   b. Goal: Continue developing strategies to effectively communicate our office’s value to various constituencies.
      Outcomes: Updated strategic messages for students, faculty, and staff.
      Outcomes: Positive feedback from advisors and scheduling coordinators related to annual Summit event.
   c. Goal: Administer and respond to a student satisfaction survey.
      Outcomes: Summary of survey analysis and completed action items/process enhancements
   d. Goal: Administer and respond to advisor survey
      Outcomes: Summary of survey analysis and completed action items/process enhancements
   e. Goal: Administer and respond to employee survey.
      Outcomes: summary of survey analysis and completed action items/enhancements

8. Delivering relevant data to key decision makers across campus to enhance Data Informed Leadership.
   a. Goal: Provide training materials and meetings for college and department representatives to better access and utilize data available in PeopleSoft and the Data Warehouse
      Outcomes: (a) training materials available on Student Systems webpage for staff to refer back to after in-person training, (b) protocol developed for communicating enhancements and other changes to the system to college and department representatives, (c) feedback from college and department contacts indicating they can access and navigate Data Warehouse to get the data they need, (d) dictionary published with definitions of key terms across campus that correlate with the Data Warehouse, and (e) continue to build the library of reports in the Data Warehouse
   b. Goal: Develop and deliver enrollment information (including shopping cart-related data) to college and department representatives to assist in decision making.
      Outcome: College and department representatives report making more informed decisions about which courses to retain, cancel, increase the number of sections, etc.
   c. Goal: Provide data from the degree audit system that will aid various constituents in supporting timely degree completion.
      Outcome: Advisors and department representatives report satisfaction with additional information available to support their work with students

9. Providing technology security, integrity, and usability university-wide
   a. Goal: Perform an audit of user access and security roles within PeopleSoft
      Outcome: Document summarizing the audit findings and actions taken to improve security, integrity, and usability
   b. Goal: Deliver a state-of-the-art web presence that provides useful information to students, which is
accessible both across different devices and in terms of ADA compliance.
Outcome: Analysis and summary of customer satisfaction and our web presence when compared to our PAC 12 counterparts.

c. Goal: Be a partner in the University’s initiative of Identify and Access Management (IAM).
Outcome: Implementation of committee recommendations.

d. Goal: Deliver as necessary & appropriate to the Utah Asia Campus the technology needed for students, staff, and faculty to successfully integrate and implement services/systems as needed.
Outcome: Implement necessary modifications to support the campus delivery of services.
Year in Review
Athletic Eligibility/Certification
A new tracking spreadsheet has been created to better document student athlete’s eligibility over the duration of their full academic career instead of only one academic year to the next. The spreadsheet was developed in collaboration with Athletic Compliance and will begin use 2015-16.

The NCAA conducted an Academic Performance Plan (APP) Data Review process this year. The Associate Registrar for Athletic Eligibility/Certification and Athletic Compliance submitted over 3,000 pages of documentation for 10-11, 11-12, and 12-13 student athletes. The results of the Data Review were positive overall and only two areas were identified for modification: 1. Inaccuracies were an outcome of incorrect data entry. 2. An enhanced spreadsheet for tracking and documenting student athlete achievement is recommended.

DARS
The Degree Audit area has been implementing the newest version of DARS called u.achieve over this past year in partnership with University College and University Support Services. The project began spring 2014 prior to the retirement of Ron Muncey from USS. Many months have been spent testing the changes to the system as well as all the applications that interact with the degree audit system. U.achieve is expected to be available for campus use in July 2015. A campus wide security audit was completed August 2014. The DARS access was reviewed for over 500 University employees. Security for 122 individuals was removed due to position and/or responsibility changes within the university.

Front Desk
Petitions have recently gone to an all-digital record keeping process with the help of Office Support. Hand written tally sheets of all processed petitions for the year are no longer kept; instead reports are generated through an Access database by querying information like petitions approved, petitions denied, etc. The front desk has been thoroughly reorganized, hopefully creating an organizational standard for the future of this area.

The front desk’s Executive Secretary position has become more of a floating position in the office this year. After being trained on graduation applications and their processing, the front desk position has been able to help in the degree clearing process for the Graduation area. The area has continued to assist the transcripts division when needed by processing and double checking transcript orders.

Graduation
The Graduation area experienced the retirement of the supervisor after 38 years of service as well as other changes in staffing. This resulted in analysis of roles and responsibilities and various training initiatives for the new and remaining staff.

Two new process enhancements included utilizing a vendor for diploma delivery which has saved staff time and other resources. This service also allows for students to purchase an optional electronic copy of their diploma. Additionally, processes related to awarding honors have been implemented through PeopleSoft to allow for greater efficiency and accuracy.

Office Support
The Office Support area has been involved in many collaborative projects with other areas and offices over the past year. The Student Data Warehouse has been one of those projects, with the area putting together video tutorials, CANVAS resources, and a website for the training process and user’s group. The General Catalog implementation and ongoing support for ACALOG has been another project that the area has assisted with in coordination with Student Systems and Undergraduate Studies. There was also administrative support provided to University College and the
Dean Search Committee during the process of reviewing candidates, interviewing, and collecting feedback.

Internal to the office, the support area was involved with two process reviews for the Scheduling and Graduation areas. Additionally, general office support has been provided to Scheduling, Transcripts, the front desk, and especially the Registration and Records area during the recent staff turnover.

Many website improvements have been made, including downloadable iCal files of the Academic Calendar and a new menu structure that continues the trend of mobile device and platform friendliness. Among the many PAC12 comparisons that were compiled, one was a review of our counterpart’s websites. From that report, there were a couple of improvements identified for our own website. Once such improvement are links to important time-based policy information that are now provided directly on the homepage.

A new FERPA Certified campaign has been put in place, with multiple rounds of communications and coordination with departments taking place each term to ensure that all faculty are completing the required FERPA training before gaining access to their class student data.

The fourth annual Registrar’s Office Summit was held in December, bringing advisors and staff together for informational sessions on recent developments within many of the areas of the Office of the Registrar. Office Support again provided organizing, administrative, and technology support for this event.

**Optical Imaging**

Continued improvements have been made to the processing techniques for the PAR project, and the massive project is nearing completion. Much work has been done to make our processes and documents comply with AACRAO and State Archival guidelines for Records Retention to be implemented in the upcoming conversion to OnBase document management software this fall semester. The processes and technical set-up for imaging grade sheets have been improved, and the area is imaging a lot more per week as is reflected in the statistical numbers (most of this occurred during the spring semester 2015).

There were 66,900 pages of microfilmed grade sheets imaged onto SIRE, versus 24,744 pages last year. There were also 103,711 pages of the PAR project this year, versus 65,901 last year. A lot of time has been spent prepping all of the remaining old Pre-1978 Academic Records (PAR’s) for the last names starting with “T – Z” on the shelves in room 15 SSB for imaging, which takes a significant amount of time and work. Please note that the numbers for these will be reflected on next year’s annual report, since they are being imaged at this time, and in the coming months. This project will be completed in the near future.

**Records and Registration**

The 2014-2015 year proved to be a significant time of transition for the Registration and Records area. There was a complete turnover of all four staff members during the course of the year—two related to pregnancies and changing family priorities, and two to pursue other options. This resulted in most staff energy going to maintain current processes and train new staff. However, progress was made towards achieving initiatives that will enhance the registration process for students.

The following two changes are related to revisions in policy. First, the last day to drop, the last day to add, and the last day to elect audit or a credit/no credit grading basis were all aligned to a single day starting Fall 2015. There are many benefits associated with this change, but one is that it will encourage students to commit to classes and their grading basis earlier which should improve success overall. Second, this change in policy allows us to move forward with software implementation that will allow students to make schedule changes online for courses that have miscellaneous start and end dates.

**Scheduling**

This year, Scheduling began a comprehensive process review, identifying several process changes which were implemented. The Instructor Verification Report was reworked and replaced with the NIA (No Instructor Assigned)
report, which is only sent to departments who have courses with missing instructors. It was determined that the Official Proof would be sent earlier, along with a reminder of proof deadlines, rather than a Planning Proof. Late changes for dates and credit hours are no longer allowed, departments must cancel the existing course and set up a new section.

As part of the review process, a scheduling whitepaper was created and presented to the S4 Committee. The Strategic Scheduling for Student Success (S4) Committee, created by Senior VP Ruth Watkins, allowed the scheduling process to be reviewed by a large campus body. Among other things, S4 reviewed timelines, large enrollment courses and majors, and existing and proposed technologies.

Several construction projects had impact on scheduling inventory. In Fall 2014, newly remodeled classrooms were returned to use, including MBH 101, 102, 104, 105, 111, 112, 113, 114, 302, and HEB 2008. Improvements included new chairs, paint, carpet, and furniture. Additionally, MBH 204, 309, and 311, previously scheduled by the College of Education, are now shared spaces. An experimental learning classroom was created in MBH 212, using technology to allow for presentations and collaborative group work. Also added to inventory were two computer labs in Marriott Library, 1735 and 1160. Due to construction on the new Basketball Training Facility, HPR W 117 and HPR E 206 were temporarily offline. A seismic upgrade began in Spring 2015 on the Behavioral Sciences tower, meaning the loss of 14 classrooms for a 20 month period.

A new attribute of FLXU was added to class schedule effective Fall 2014 to highlight classes which could provide student schedule flexibility, based on short dates, weekends, or evenings.

The Astra 5.2 historical database was retired, and work has been progressing to upgrade to version 7.5.12. New Astra Security Types were added to system, including DENT, FP MD, HPR ADMIN, GEO ADMIN, EHS, EHSL Skills and HPR NAT User. Overall there was an increase in Astra users. There were 192 initial users, 37 users expired, and 57 were added, bringing the new total of Astra users to 212.

**Student Systems and Technology**

With the recent restructuring of the Student Systems Office, two new employees were hired. The Office then began a process review to rebrand and refine responsibilities to include Technology Initiatives. Some Data entry tasks were transferred back to Registration, DARS/Graduation batches transitioned to the Graduation Division, and several processes were moved to the Process Scheduler.

A major milestone that occurred this past year was the HE/HR database split. Student Systems and Technology was deeply involved with the testing of all PeopleSoft pages, modifications, and functionality. Also in PeopleSoft, LDAP changes were made to include rules regarding students deferring admissions. The Security processes for MARS were redesigned and a MARS security audit was completed for the first time ever.

Student Systems and Technology was tasked with implementing several large projects this past year that were far-reaching. Faculty were required to complete the FERPA Review before being able to access class tools (grading, class roster, etc.). Work continued on the BI-Data Warehouse with User group, Dean’s group, and Warehouse Management group forums, along with developing training modules and conducting training sessions.

The Division worked to outsource the design, upload, and printing of diplomas with the Michael Sutter group. The Commencement list was modified to print appropriate designations such as the Innovation Scholar, and the Honors at Graduation Project was completed.

The National Student Clearinghouse download was completely rewritten to comply with Federal regulations, and a 150% Enrollment Report was created. An updated Transcript Batch Process was created to run through the Process Scheduler to email the PDFs from the program to the Transcript Division, and the ETX Trading Partner IDs were reviewed and updated.
The Office was heavily involved in the continued support of the Asia Campus, working to create the Asia Student Tab in the CIS Portal, creating Academic Reports, and testing changes to several SQR’s.

With the New Student Programs Office changing their Orientation programs, our office no longer processes their batches, however, members of the Registrar’s Office now present at Orientation. National Student Exchange (NSE) moved from the New Student Programs Office to Undergraduate Studies and the Registrar’s Office gained some of the responsibility of clearing NSE students of the orientation and advising requirement in order to enroll.

The office worked with two additional academic departments to implement the enforcement of pre-requisite checking, making a total of 38 departments, and the contingency report used for dropping students who don’t meet the prerequisites for their classes was officially retired! The office also worked with the Honors College, TRIO, and University College to help with Student Group management by investigating and implementing mass activating or inactivating students within their groups.

Other projects the Office has been involved in include: Participation in the Scheduling Division Process Review. A concentrated effort made to resolve Duplicate records, with over 1700 completed. A new Athletic Report created for the % of athletes in a specific class. Additional pagelets added to the Affiliate tab in the CIS portal to better serve adjunct faculty members. Future term/academic calendars were added to PeopleSoft to accommodate Financial Aid and system processing. The task of adding RFS data to JIRA was shifted to Student Systems and Technology.

As a result of Registration & Records significant turn over, Andrea Roner and Cassandra Elizondo organized 18 hours of intense training for the new staff and prepared training documents.

**Transcripts and Verifications**

This year, the Transcript and Verification area started requiring students to either provide their student ID or SSN on their transcript order so that we can catch more orders in our automatic batch process. The batch process became automatic and an email is received each day rather than running the batch manually. Much work has gone into the ability for students to order electronic transcripts for delivery to third parties. This functionality will be fully implemented during the summer of 2015.

Other changes included transcripts now showing classes that were in process class even if it was a student’s first semester. In the past, in progress classes would only show after the initial semester. The area stopped charging for unofficial transcripts for records prior to PS. Students gained the ability to order transcripts through CIS, which often allows them to skip the signature step when ordering their transcript. International students are now able to generate self-service enrollment verification through CIS.

A small change that made recording orders more efficient included logging received verification forms in Access as one request rather than logging each thing we verified on a form separately. The area was also cross trained with graduation on evaluating and clearing degrees, but we have never actually been able to successfully help as we are busy at the time that they need help most. The transcript area also worked with staff in Student Loans to update the MARS hold excel spreadsheet by providing information on all the MARS student who still have holds.

**Veteran Services**

The Veteran Services area further developed their online database in PeopleSoft with various upgrades to help streamline their processes for certifying veteran enrollment. This included creating a new student group for dependents using the Post 911 GI Bill (TOE) and creating a new report for tracking veterans who have graduated.

In October, the Department of Veteran Affairs conducted an audit of the University of Utah to make sure we were following all guide-lines set forth by the VA and correctly certifying students. Bernie Davis concluded that our office had been following all regulations accordingly and any mistakes made with payments were VA error.

The website was revamped to make information easier to find and to help new students get set up with their benefits. The Veteran Services area has continued their efforts to eliminate paper and do everything electronically. With the
work done on the area’s website, we hope to eliminate the remaining VA forms that area usually printed off for students.

New red, white, and blue veteran honor cords are now distributed at graduation to student veterans and a survey was implemented to assess the satisfaction of student veterans with the certification process. Key findings from the assessment indicate a high degree of satisfaction with the service received by the Veteran Services area. Process enhancements that resulted from the assessment include the implementation of an electronic Yellow Ribbon Program form, additional email communications to assist with preventing confusion during early enrollment periods, and some general customer service enhancements.

**Staff Excellence and Professional Development**

Based on comments from our annual student satisfaction survey, the office made a goal of implementing a “no cold transfer” practice. This meant that whenever feasible and appropriate staff members would introduce a call when transferring it to a different department. With staff providing the introduction students would not have to repeat their story and the staff member could confirm they were transferring to the correct location before releasing the call. This goal was implemented early on in the school year and we believe it helped us improve our perception of providing quality service as we as reduce the number of mis-transferred calls.

Another goal for the year was to create a year-long development program that would further equip professional-level staff to thrive in their responsibilities as leaders and professionals. Theoretical underpinnings and specific learning outcomes related to knowledge, skills, and attitudes were identified to help structure the program and ensure staff support and participation. This resulted in a plan to provide 13 meetings with the staff over the 2015-2016 academic year to strengthen their professional development.

Over the course of the 2014-2015 we also coordinated other professional development opportunities including a financial management seminar with a representative of the U’s Personal Money Management Center, an identity and messaging workshop with representatives from the U’s Marketing and Communications Department, and a session particularly with supervisors for setting and managing expectations hosted by Human Resources. Early in the fall semester, staff members also participated in a video and discussion workshop using a resource from the Orientation Office entitled, Fish! Catch the Energy and Release the Potential.

Each year the office coordinates a Student Satisfaction Survey asking for quantitative assessment of satisfaction as well as comments and suggestions for how things might improve. The findings from this assessment were used to develop action items to be accomplished over the 2014-2015 year. Some of those actions include the following: implementing a new phone system that allows for better managing incoming calls, implementing a twitter account to push out important academic calendar dates, including graduation application due dates in multiple locations on the web, changing language on website and other locations to be consistent in use of terms to communicate registration dates, and revising the website to more clearly communicate information about graduating with honors.
Organizational Chart
Organization Chart

- University Registrar
  - Timothy Ebner
- Assistant Registrar
  - Degree Audit
  - Emily Johnson
- Assistant Registrar
  - Scheduling
  - Elizabeth Johnson
- Project Coordinator
  - Marie Wallace
- Jessica Novak
- Stephen Hill
- Associate Registrar
  - Michael Santarosa
- Transcript/Verifications
  - Alissa McBeth, Supervisor
    - Kathryn Dean
    - Melissa Perritt
- Graduation Certification
  - Robert Barber, Supervisor
    - Assistant
      - Supervisor
        - Cassie Wiser
        - Dustin Siepel
        - Jessie Skirner
- Records/Registration
  - VACANT
    - Supervisor
- Executive Secretary
  - Reception Area
    - Conor Robertson
- Academic Coordinator/Process Analyst
  - Zach Kic
- Assistant Registrar
  - Office Support
    - Michael Bard**
- Assistant Registrar
  - Student Systems
    - Marie Larsen
    - Clint Hayward
    - Julie Walsh
- Assistant Registrar
  - Student Systems
    - Cassandra Elizondo
- Associate Registrar
  - Student Systems/Technology
    - Andrea Ronér
- Associate Registrar
  - Athletic Eligibility
    - Kara Carlson
- Veteran Services
  - James Martak, Supervisor
    - Colby Townsend
- Assistant Registrar
  - Optical Imaging
    - Sam Eubanks
- Assistant Registrar
  - Optical Imaging
    - Justin Jensen
    - Courtney Dent*
    - Brianna Olds*

*part time (n=2)
**three quarter time (n=1)
Hires & Resignations
## Hires & Resignations

<table>
<thead>
<tr>
<th>Hired</th>
<th>Internal Promotion</th>
<th>Resigned</th>
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<tr>
<td><strong>Administration</strong></td>
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</tr>
<tr>
<td>Kara Carlson</td>
<td>Zach Klc (from Registration &amp; Records)</td>
<td>Jacob Winmill</td>
</tr>
<tr>
<td>Kathy Rank</td>
<td>Conor Robertson</td>
<td>Suzanne Jones (Retired)</td>
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<tr>
<td></td>
<td></td>
<td>Dallin Cowles</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ashley Talamante</td>
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<tr>
<td><strong>Graduation</strong></td>
<td></td>
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<tr>
<td>Dustan Seipel</td>
<td></td>
<td>Carol Uresti (Retired)</td>
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<tr>
<td>Cassie Wagstaff</td>
<td></td>
<td>Cynthia Ruiz</td>
</tr>
<tr>
<td>Robert Barber</td>
<td></td>
<td>Andrea Boyette</td>
</tr>
<tr>
<td><strong>Optical Imaging</strong></td>
<td></td>
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</tr>
<tr>
<td></td>
<td></td>
<td>Courtney Dent*</td>
</tr>
<tr>
<td><strong>Registration &amp; Records</strong></td>
<td></td>
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</tr>
<tr>
<td>Hannah Fehr</td>
<td>Hannah Fehr</td>
<td>Megan Johansen</td>
</tr>
<tr>
<td>Melanie Pehrson</td>
<td>Melanie Pehrson</td>
<td>Hannah Fehr</td>
</tr>
<tr>
<td>Lynna Shrewsbury</td>
<td></td>
<td>Brian Brown</td>
</tr>
<tr>
<td>Brittney Balmforth</td>
<td></td>
<td>Stephen Stanko</td>
</tr>
<tr>
<td><strong>Scheduling</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marcie Wallace</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Student Systems</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Julie Bigelow</td>
<td></td>
<td>Cassandra Elizondo (from Scheduling)</td>
</tr>
<tr>
<td><strong>Transcripts &amp; Verifications</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Melissa Perritt</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Veteran Services</strong></td>
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</tr>
</tbody>
</table>

* = Part-time employee
Staff Involvement
## Staff Involvement

### Committee Memberships

<table>
<thead>
<tr>
<th>Name</th>
<th>Membership</th>
</tr>
</thead>
</table>
| Tim Ebner          | Enrollment Management Leadership Team  
                      University Student Commission  
                      Administrative Computing Services Functional Users Committee, Chair  
                      Data Steward, Student Information System  
                      Strategic Scheduling for Student Success (S4)  
                      Credits and Admissions Committee  
                      Access U Committee  
                      Curriculum Policy Review Board  
                      Commencement Committee  
                      Graduation Committee |
| Robert Barber      | Graduation Committee  
                      University Academic Advising Committee |
| Michael Bard       | Commencement Committee  
                      Student Affairs Diversity Council |
| Kara Carlson       | Athletics Certification Committee |
| Cassandra Elizondo | Data Warehouse Management Committee |
| Sam Eubanks        | Student Affairs Sustainability Committee |
| Elizabeth Johnson  | S4 Committee (Strategic Scheduling for Student Success)  
                      Student Affairs Professional Development Committee- Chair  
                      Health and Safety Committee- Chair  
                      Air Quality Task Force |
| Emily Johnson      | University Academic Advising Committee  
                      University Staff Council Member/Events Committee  
                      Transfer Task Force sub-committee |
| Zach Klc           | University Academic Advising Committee |
| James Martak       | Non-traditional Student Advisory Committee |
| Kathy Rank         | Athletics Compliance Committee  
                      Athletics Certification Committee  
                      Athletics Advisory Committee |
| Andrea Roner       | Orientation Task Force Committee |
| Michael Santarosa  | University Academic Advising Committee  
                      Student Behavior Committee |
| Linda Worischeck   | Commencement Committee  
                      OEO/AA Hearing Committee |

### Awards & Recognition

<table>
<thead>
<tr>
<th>Name</th>
<th>Recognition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elizabeth Johnson</td>
<td>Outstanding Service to the Department of Exercise and Sport Science 2015</td>
</tr>
<tr>
<td>Name</td>
<td>Conferences</td>
</tr>
<tr>
<td>-----------------------</td>
<td>------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Tim Ebner</td>
<td>AACRAO Conference, Ad Astra Users Conference, Instructional Space Conference, PACRAO Conference, UACCC Conference</td>
</tr>
<tr>
<td>Robert Barber</td>
<td>UACRAO Conference, University Academic Advising Conference</td>
</tr>
<tr>
<td>Michael Bard</td>
<td>UACRAO Conference</td>
</tr>
<tr>
<td>Kara Carlson</td>
<td>NCAA Regional Rules &amp; Regulations Conference</td>
</tr>
<tr>
<td>Cassandra Elizondo</td>
<td>PeopleSoft Alliance Conference</td>
</tr>
<tr>
<td>Sam Eubanks</td>
<td>UACRAO Conference, OnBase Conference, SIRE Document Imaging Conference</td>
</tr>
<tr>
<td>Emily Johnson</td>
<td>UACRAO Conference (served as Institutional Representative), CollegeSource Conference</td>
</tr>
<tr>
<td>Liz Johnson</td>
<td>Astra Users Conference, Academic Impressions Conference, UACRAO Conference</td>
</tr>
<tr>
<td>Zach Klc</td>
<td>UACRAO Conference</td>
</tr>
<tr>
<td>Marie Larsen</td>
<td>PeopleSoft Alliance Conference</td>
</tr>
<tr>
<td>Alissa McBeth</td>
<td>UACRAO Conference</td>
</tr>
<tr>
<td>Kathy Rank</td>
<td>NCAA Regional Rules &amp; Regulations Conference</td>
</tr>
<tr>
<td>Andrea Roner</td>
<td>AACRAO Conference, DIGARC Conference</td>
</tr>
<tr>
<td>Michael Santarosa</td>
<td>AACRAO Conference, UACRAO Conference</td>
</tr>
<tr>
<td>Marcie Wallace</td>
<td>Astra Users Conference</td>
</tr>
</tbody>
</table>
Statistics
Assessment of Customer Service

Seven-hundred twenty-one students responded to the 2014-2015 Student Satisfaction Survey question concerning whether or not they received friendly and courteous service from staff in the Registrar’s Office.

Customer Satisfaction: Online Services

In the 2014-2015 Student Satisfaction Survey, participants were asked their level of satisfaction with the online services offered by the Registrar’s Office.
Website Usage Data

The Office of the Registrar website had 687,865 visits during the timeframe of May 2014 through April 2015. The average visits per day is 1,884.

Other interesting usage information:
- Almost 30% of all browsing was from a mobile device.
- The 2014-15 Academic Calendar PDF was downloaded 12,766 times.
- Top browsers used to view our site: Chrome (41%), Safari (33%), Firefox (18%), & IE (5%).

Top Webpages By Views

Top ten viewed pages are:

1. Academic Calendar
2. Spring 2015 Academic Calendar
3. Academic Calendar
4. Fall 2014 Academic Calendar
5. Homepage
6. Register for Classes
7. Summer 2015 Academic Calendar
8. Order Official Transcripts Online
9. Fall 2015 Academic Calendar
10. Honors at Graduation
Undergraduate Enrollment

Summer 2014 increased 670 students from the previous year, Fall 2014 decreased 1,539 students from the previous year, and Spring 2015 decreased 155 students from the previous year.

Graduate Enrollment

Summer 2014 increased 39 students from the previous year, Fall 2014 decreased 30 students from the previous year, and Spring 2015 decreased 18 students from the previous year.
Veteran Enrollment by Semester

The Veteran Services Division certifies eligibility for veterans and dependents who receive VA education benefits. Seventy percent of benefits certified are chapter 33. Other benefits fall under chapter 31 (11%), 1606 (9%), 35 (6%), 30 (3%), and 1607 (2%).

House Bill 211 Enrollment

The House Bill 211 Program enables Utah teachers to receive a tuition waiver for courses that satisfy requirements to retain a teaching license. Beginning in 2004, enrollment was limited to no more than two eligible participants per class.
The University of Utah does not receive state funding for students who add classes after the census date. Students may add classes after the census date with permission from the instructor, department chair, and college dean. A $50.00 fee is assessed per class.

Students are allowed to repeat classes in an attempt to replace a previous grade received. If a repeated class petition is submitted by students, it is processed manually by the Registration and Records Division. An automatic process runs at the end of each semester to identify repeats not submitted by the student.
Grade Changes & Blank to EU

Grade change forms are used to report changes to existing grades. The blank to EU process assigns the grade of EU to any class left ungraded after the deadline.

Dean’s Withdrawal Petitions

After the midpoint of the term, students may petition the dean of their major college for an exception to the withdrawal policy. If a petition is approved, the Registrar’s Office makes the change to the student’s academic record.
The credit/no credit (CR/NC) grading option allows students to enroll in selected courses outside their academic plan without the pressure of competing for a letter grade.

- The Number of Classes signifies any class that has at least one student that has elected CR/NC or revoked CR/NC.
- The Total Number of Students indicates students who elected the CR/NC option and received CR/NC grades; or those who revoked the CR/NC option and received letter grades for the semester.

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>Elections of CR/NC by students</td>
<td>1,777</td>
<td>1,405</td>
<td>1,433</td>
</tr>
<tr>
<td>Revocations of CR/NC by students</td>
<td>356</td>
<td>143</td>
<td>241</td>
</tr>
</tbody>
</table>

The above chart reflects the total number of elections and revocations of CR/NC by students.
Undergraduate and graduate students may file a leave of absence for an “official assignment” with a non-profit or governmental organization. A leave of absence allows undergraduate students who meet specific requirements to extend enrollment eligibility for a total of two years (six academic terms). Graduate students may request a leave of absence for one year. The request must be approved by the student’s supervisory committee and/or department chair.
The Optical Imaging Division scans permanent academic records for students, including transfer transcripts, reports of credit, and retroactive petitions. Student records prior to 1978 are also scanned. During the 2014-2015 year, 262,551 documents were scanned. This is 40,064 fewer documents than the previous year. The decrease is attributed to preparations on the remaining pre-1978 file that was time taking, but necessary to complete the PAR

Pre-1978 Academic Records constituted 39.5% of scanned records, followed by Current Student Records (33.6%), Microfilmed Grade Sheets (25%), Security Authorization Forms (0.8%), and Veteran Affairs records (0.6%).
Verifications

The University of Utah contracts with the National Student Clearinghouse to verify information for student loan agencies and employers, and to manage a “self-service” option available to students. All other verifications are processed through the Registrar’s Office. *Clearinghouse and Self-service verifications are separated for this report.

Official Transcripts

There were 184,803 unofficial transcripts generated in 2013-2014. This was a very slight increase over last year.
In 2014-2015 the Scheduling Office reserved space for 20,820 events on campus for a net change of +2,889 from the previous year.

In 2014-2015 the Scheduling Office managed 37,666 classes with a net change of +181 from the previous year.
Students may submit a request for an exception to University policy. These petitions are reviewed by the Petitions Committee.

Petition Results

- 671 (77%): Approved
- 149 (17%): Partially Approved
- 44 (5%): Denied
- 4 (1%): No Action
### Athletes by Sport

<table>
<thead>
<tr>
<th>Sport</th>
<th>Women’s Skiing</th>
<th>Men’s Skiing</th>
<th>Soccer</th>
<th>Softball</th>
<th>Women’s Track/XC</th>
<th>Men’s Tennis</th>
<th>Women’s Tennis</th>
<th>Volleyball</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baseball</td>
<td>33</td>
<td></td>
<td></td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>Men’s Basketball</td>
<td>15</td>
<td>12</td>
<td></td>
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<tr>
<td>Women’s Basketball</td>
<td>15</td>
<td>27</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Football</td>
<td>119</td>
<td></td>
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<tr>
<td>Golf</td>
<td>10</td>
<td>56</td>
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<tr>
<td>Women’s Gymnastics</td>
<td>13</td>
<td>9</td>
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<tr>
<td>Men’s Swimming</td>
<td>37</td>
<td>8</td>
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<tr>
<td>Women’s Swimming</td>
<td>35</td>
<td>17</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>435</strong></td>
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</table>

The Athletics Certification Division determines eligibility for University of Utah student athletes.

### Grad Success Rate

Graduation Success Rate is a comparison of who graduated versus who entered an institution on institutional financial aid. Academic Progress Rate is a term-by-term measure of eligibility, retention, and graduation for student athletes.
Student Systems is a resource for campus agencies requesting security access, PeopleSoft training, and requests for information. The Technology area facilitates requests for service to PeopleSoft applications and resolves student record anomalies.

Repeated Course Fees

The State of Utah requires that students pay the full cost of instruction when enrolled in the same course for the third time. University of Utah students are assessed a $100 fee per credit hour for qualifying courses.
After the fee match each term, classes are deleted from a student’s record when tuition has not been paid.

Students are given a small grace period to reinstate their classes after being dropped for non-payment of tuition each academic term. Requests for reinstatement of classes are approved by the Income Accounting Office.
Degrees Awarded

![Degrees Graph](image)

The Graduation Division posted 5,217 undergraduate degrees and 2,716 graduate degrees for the 2014-2015 academic year. This is a net change of +138 undergraduate and +189 graduate degrees compared to the previous year.

Minors Awarded

![Minors Graph](image)

Students seeking a baccalaureate degree may earn one or more approved academic University minors outside the students’ major departments. A minor is an attribute to a degree and not an entity by itself.
Undergraduate certificates require at least 20 semester hours of designated course work. Graduate certificates require 15 hours or more of designated course work. Some certificates are awarded with a degree; some certificates are granted as stand-alone awards.

Honors are awarded at graduation to students who complete with distinction at least 60 semester credit hours of undergraduate course work at the University of Utah.