

# Annual Report 2014-15

*The Registrar supports and advances the systems and structures of Dartmouth's unique learning environment and safeguards the integrity of the institution's regulations and records.*

## HIGHLIGHTS 2014-15:

- **Hosted Ivy-Plus Registrar's Annual Meeting**, October 2014
- **Completed the "Curricular Flow" System** under development for several years, which created a structure where various applications work together in concert
- **DCARS-** Dartmouth Course Approval Routing System implemented
- **Student view of Course Assessment** results developed
- **Courses renumbered** to allow for expansion and special topics
- **Student Data Warehouse** built

## WHAT DO WE DO?

**The Office of the Registrar** maintains, preserves, and disseminates students' permanent academic record and provides services for Arts and Sciences students and faculty at Dartmouth in the areas of academic policy, enrollment and course information. **Activities include course election, registration, class scheduling, major and minor declaration, grade processing, Catalog (ORC) production, graduation support, academic transcript delivery, and student enrollment management.**

**AND** we also:

- develop and publish the **academic calendar**
- provide guidance about the **academic curriculum**
- act as a **central academic information source** for the College
- schedule centrally reserved **classrooms** and **final examinations**

**We:**

- manage **on-line course assessment and reporting**
- **certify** recipients of **Veterans** Administration educational benefits
- **oversee** student enrollment patterns and **"D"-Plans**
- manage **Faculty elections** to committees
- review student **academic petitions for exceptions** to faculty policies
- support students who **study off-campus for a transfer term**
- assist **transfer students** and manage the **transfer credit process**
- process **AP and pre-matriculation credit**

**In addition we:**

- report enrollment to the **National Student Clearinghouse** to support financial aid and student loans
- provide **Degree and Enrollment verification support** for students
- provide **Apostille notarization** for international recognition of credentials
- manage **Banner (student system) processes and security access**

- administer **DegreeWorks degree audit** to support progress towards the degree and **academic program planning**
- **train and support Department/Program Administrators** on course and course system management
- assist with **First-year seminar and Writing 5 enrollments**

And also, we:

- lead multiple internal, **cross-divisional and institution-wide projects**
- act as the **primary liaison with IT** for faculty members' administrative system implementations
- provide extensive **reporting services** to UG Arts and Sciences Faculty and the Dean of the Faculty Office
- support the Dean of Faculty as a member of the **Dean's Senior Leadership Team**
- participate in and support numerous **Faculty and ad hoc committees**
- comply with and educate the campus about **Federal, State, and Institutional legislation**
- provide consulting, such as for the **American University of Kuwait**
- present at national conferences such as those sponsored by **AACRAO**
- participate as **board members** in regional and national professional organizations
- advocate for **higher education policy issues** that impact our students and faculty
- provide **other registrar's offices with systems leadership**, support, and oversight from the functional/technical perspective, and with standards of practices and professional leadership

## Goals and Focus

The Registrar's Office continued to focus on providing exceptional service to the Dartmouth Community, working closely with both academic and administrative departments to provide leading edge technology to support administrative processes. We support students in attaining their educational goals and strive for efficient and effective processes related to academic records, registration, enrollment data and graduation. We seek continuously to cultivate an environment that encourages growth, supports academic integrity, protects student confidential data, promotes teamwork, encourages staff/constituent investment, and respects each individual.

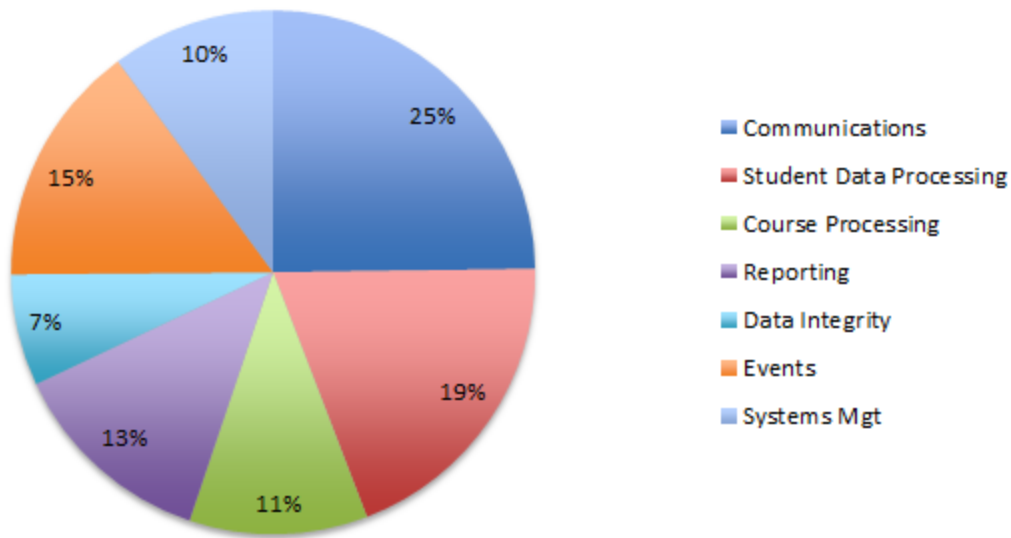
## Production

The Registrar's Office spends time on "production," which is those activities that are required in the usual academic cycle. Additional time is spent on "projects," which are described in the next section. Below are representations of our main functions and some general measurements of time spent on production.

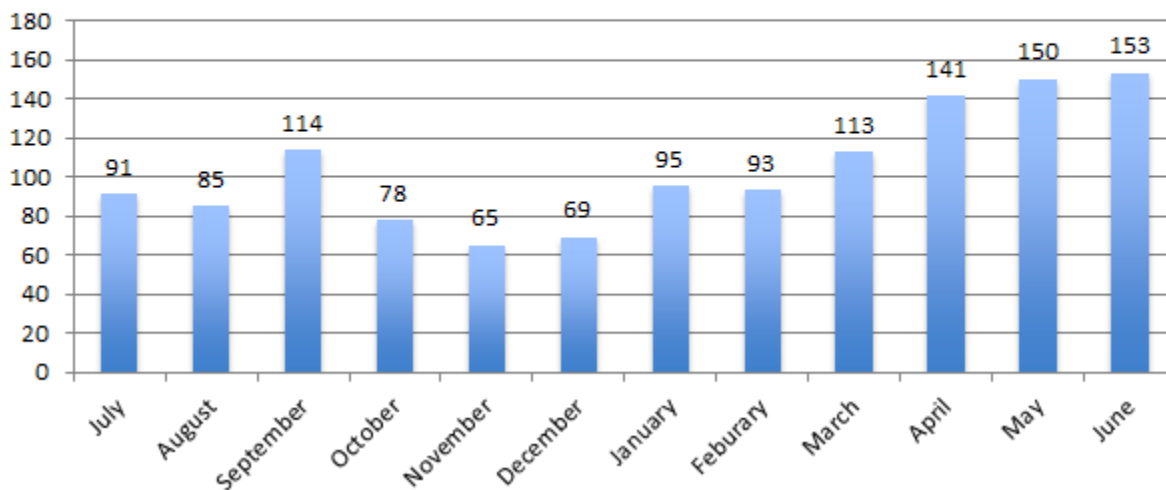
- Communication and student data processing consumes the largest amount of our production time (25% and 19%)
- While fall term has the largest number of production activity over the course of the academic year, April, May, and June are the months with the highest volume of individual production items.
- Fall is also busy with the arrival of new students and the start of the academic year.

*In summary, more than ½ of our production time is focused on our key priorities: service (communications), records work (student data processing) and reporting. Note: this does not include high volume service data we are unable to capture such as phone calls, emails, faxes and walk-in service.*

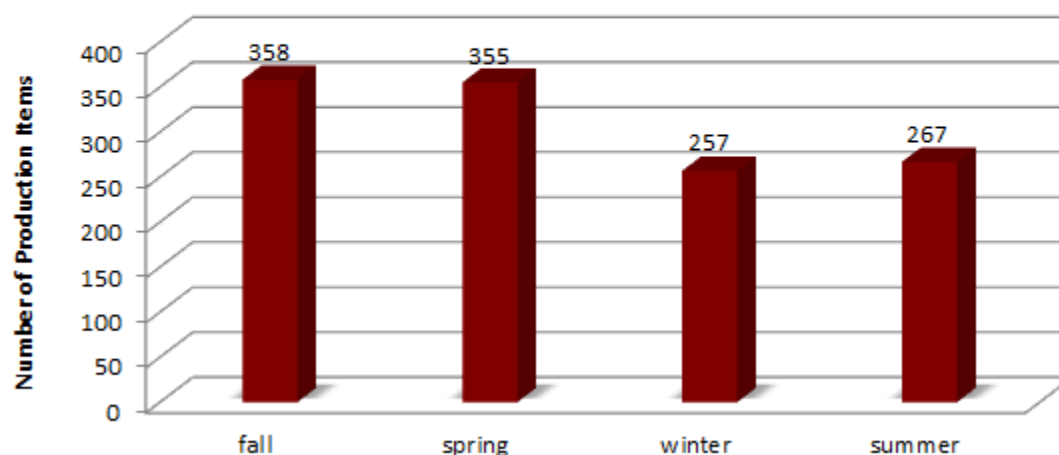
### Production Activity by Category AY 14-15



### Production Activity by Month AY 14-15



## Number of Production Items in Support of Each Term AY 14-15



Production Items – Explanation/samples from each category

Communications: Sending of formal memos to faculty and department and program administrators; Sending of e-mails (including VOX Daily) to faculty, students and other departments and programs; Mailing major and minor standings; Publishing updates to the Registrar's website

Course Processing: Timetable, priorities and prerequisites data entry; Course Election processing; Course Assessment; COI meetings

Data Integrity: Proofing distributives, course titles and other timetable data; Checking for missing grades; Faculty Load error processing Events: ORC Dates and Deadlines; Board of Trustees meetings; Events in other offices such as Admissions, Student Financial Services or the Dean of the College area that generate tasks for the Registrar's Office

Reporting: All formal and ad hoc Registrar's Office reports; Internal reports such as course election snapshots, graduation reports, and lists of faculty teaching by term; Reports to external sources such as the National Student Clearinghouse and AMCAS

Student Data Processing: Transcript production; Processing major and minor cards; Graduation processing; Processing transfer term applications; Transfer student credit evaluation and processing; Repeat course processing; 2/4 course processing; D-Plan selection and changes; VA certifications

Systems Management: General Banner settings (GTVSDAX, SOATERM); Configuring Check-in; Setting e-term records; Configuring Course Election; Configuring Course Assessment; NRO setting

### COMMITTEE WORK - Registrar

Continued to work with multiple committees which include:

- Committee of Chairs
- Committee on Instruction
- Committee on Withdrawals
- Enrollment Committee
- Classroom Subcommittee
- Student Systems Oversight Committee – Chair
- Dartmouth Information Security Council
- Dartmouth Registrar's Committee – Chair
- Curricular Review Committee
- Language Waiver Committee - (Associate Registrar for Curriculum & Graduation attends)
- Committee on Student Life
- Presidential D-Plan Review Committee
- Multiple ad hoc committees

## **PROFESSIONAL DEVELOPMENT - Registrar**

- AACRAO – American Association of Collegiate Registrars and Admissions Officers. Elected Vice President, Leadership and Management Development; Co-Chair - AACRAO Program Structure Task Force
- AACRAO 101st Annual Meeting, Baltimore, MD
- AACRAO Leadership Meeting, Washington, DC
- NEACRAO – New England Association of Collegiate Registrars and Admissions Officers, Executive Board
- NEACRAO 67th Annual Meeting, Newport, RI - Presenter
- Ivy+ Registrars Annual Meeting, hosted at Dartmouth College
- Consulting: American University of Kuwait, Carleton College, Emerson College, Smith College
- Parchment Coffee Talk Webinar - Highlighting our Annual Report

## **PROFESSIONAL DEVELOPMENT – Associate/Assistant Registrars**

- AACRAO, Vice-Chair LGBTQA Caucus
- NEACRAO 67th Annual Meeting, Newport, RI (1 staff attended; 1 staff committee member)
- Ivy+ Registrars Annual Meeting, hosted at Dartmouth College (3 attendees)
- NEBUG Annual Meeting, (1 attendee)
- DegreeWorks Conference, New Orleans, LA (2 attendees)
- Ellucian LIVE, New Orleans, LA (1 attendee)
- Registrar 101 (1 participant)

## **Staffing and Promotions**

- Promotions
  - Assistant Registrar for Operations (November 2014)
  - Assistant Registrar for Systems (February 2015)
  - Academic Systems Project Manager (February 2015)
  - Academic Systems Technology Manager (February 2015)
- Staffing changes
  - New Senior Associate Registrar, June 2015

## Some Data on our operations

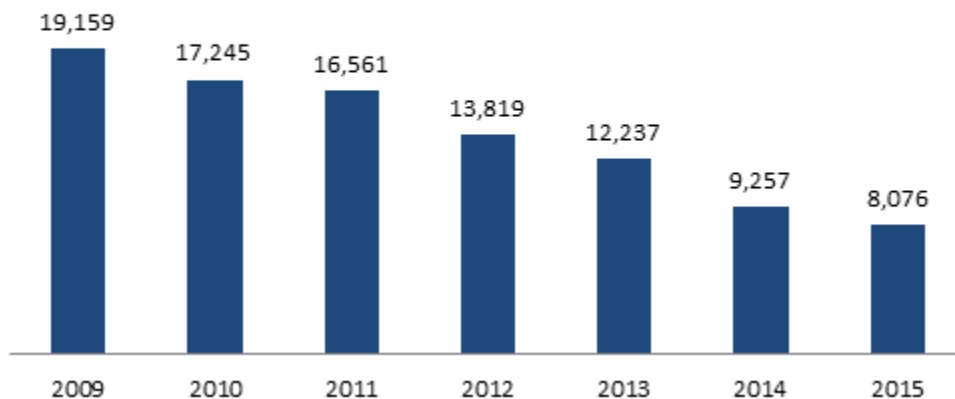
In the past year, the Registrar's Office Staff:

Processed 8,076 official transcripts from Banner

Academic Year	Banner Transcripts
2009	19,159
2010	17,245
2011	16,561
2012	13,819
2013	12,237
2014	9,257
2015	8,076

- *Unofficial Banner Transcripts were made available to students in December of 2009.*
- *Unofficial eTranscripts were made available to students in January 2013.*
  - *Both have contributed greatly to the continuing decrease in the overall **official** transcript volume.*
  - *This allows students to use unofficial transcripts when there is no need to use an official transcript, and is a cost savings to the College.*
- *Official transcript volume is split 55/45 between eTranscripts and paper transcripts.*
- *Paper official transcript volume is down to 3,601.*

## Official Transcript Volume, 2009-2015

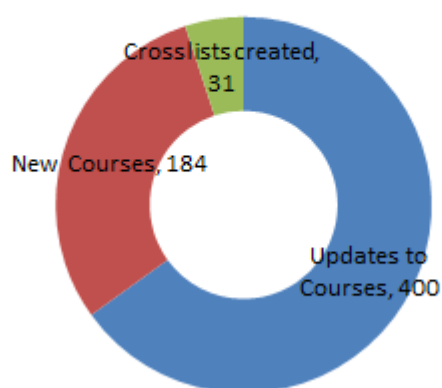


**584 courses went through the new Dartmouth Course Approval Routing System (DCARS), and 31 courses were newly cross-listed in the system**

Type	Number
Updated Courses	400
New Courses	184
Cross-lists Created	31
<b>Total Courses</b>	<b>584</b>
Overall Total	615

### DCARS usage, as of Spring 2015

■ Updates to Courses ■ New Courses ■ Crosslists created

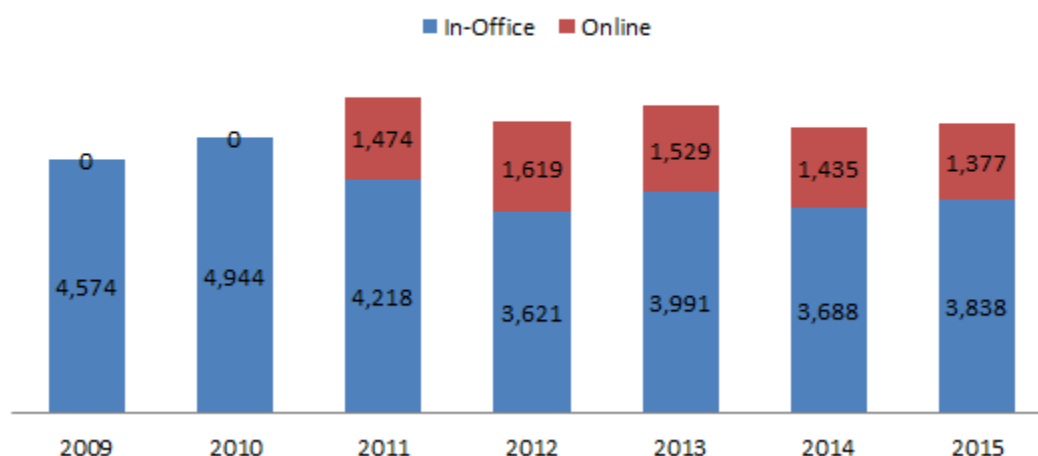


### Managed 5,215 D-Plan term changes

	Academic Year						
	2009	2010	2011	2012	2013	2014	2015
Manual Changes	4,574	4,944	4,218	3,621	3,991	3,688	3,838
Online Changes	0	0	1,474	1,619	1,529	1,435	1,377
<b>Total</b>	<b>4,574</b>	<b>4,944</b>	<b>5,692</b>	<b>5,240</b>	<b>5,520</b>	<b>5,123</b>	<b>5,215</b>

*D-Plan changes were made available to students online in November of 2010; however there is still a large volume of changes that must be made manually. **It is disappointing to see the manual volume remains high, and slightly increased this year.***

## D-Plan Changes, 2009 - 2015

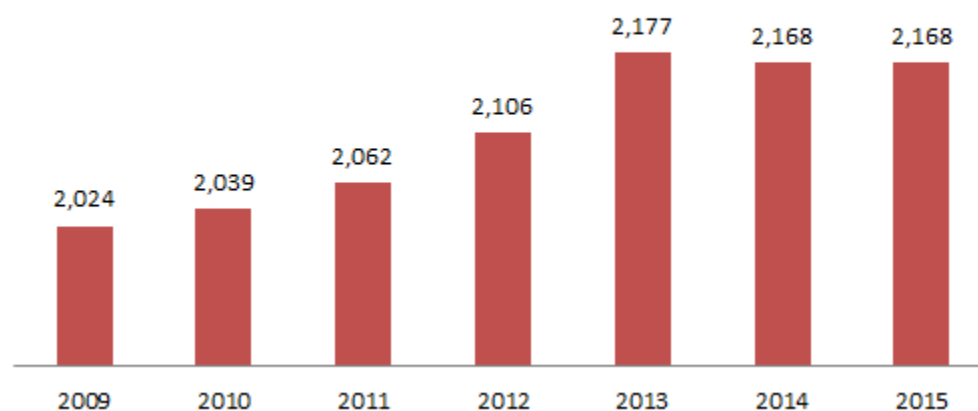


Managed administrative support for 2,168 courses:

Term	Academic Year						
	2009	2010	2011	2012	2013	2014	2015
Total	2,024	2,039	2,062	2,106	2,177	2,168	2,168

Each course count represents every course offering which has a unique subject, course number and title combination, with the exception of cross-listed courses which are counted once. Off-Campus Study courses are included. ***This year Dartmouth offered \*exactly\* the same number of courses as it offered last year.***

## Courses Offered by Academic Year, 2009 - 2015





**Assigned 2,031 courses to classrooms from the academic schedule\*, and 873 courses to classrooms for final examinations.**

*\*Does not include classrooms assigned for small arranged courses, language drills, or other ad-hoc classroom assignments.*

### **Reviewed and processed 998 student petitions to the Registrar**

Petition Type	Petition Count						
	2009	2010	2011	2012	2013	2014	2015
Change in Grade	145	121	150	259	123	121	151
Add Course After Deadline	104	82	93	134	122	81	108
Drop Course After Deadline	45	31	38	36	19	28	46
Additional 2-Course Load	41	34	40	43	40	47	48
Additional 4-Course Load	35	25	27	30	28	35	2
Unlimited 2-Course Load	0	1	5	1	5	2	4
NRO After Deadline	7	9	5	2	4	0	0
NRO Grade Chg After Deadline	0	2	1	0	0	0	0
Repeat Course for Grade Only	5	6	6	4	3	3	4
Postpone Summer Term	8	7	8	8	8	12	28
Waive Summer Term	53	58	69	53	47	64	59
Exempt Summer Term	15	16	20	20	20	23	19
Additional Term in Residence	64	75	90	85	84	77	87
Five+ Year Enrollment Pattern	76	73	80	83	89	84	85
Reduce Sr Yr Residence Req	326	318	332	343	305	288	328
Late Exchange of Courses	0	20	44	19	39	13	15
Late D-Plan Change Fee Waiver	23	10	23	20	8	16	8
Reduced Tuition	0	2	2	4	12	4	5
<b>Total</b>	<b>983</b>	<b>927</b>	<b>1,064</b>	<b>1,183</b>	<b>989</b>	<b>921</b>	<b>998</b>

*Aside from a peak in 2012, grade change petitions appear to have settled into a more regular pattern.*

*After a downward trend in senior year residency petitions, the number has gone back to its normal range.*

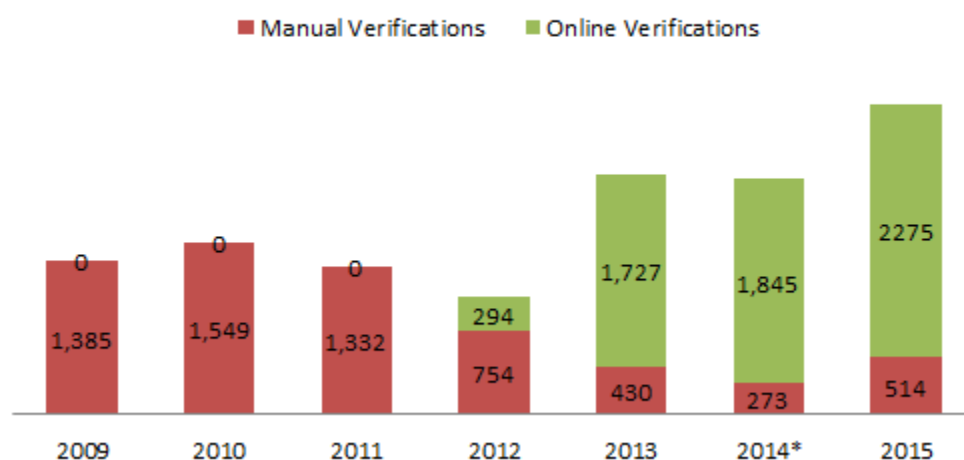
**2,789 enrollment verifications were processed. Only 514 were provided manually.**

	2009	2010	2011	2012	2013	2014	2015
Manual Verifications	1,385	1,549	1,332	754	430	Over 273*	514
Self-Service Enrollment Verifications	0	0	0	294	1,727	1,845	2,275
<b>Total</b>	<b>1,385</b>	<b>1,549</b>	<b>1,332</b>	<b>1,048</b>	<b>2,157</b>	<b>Over 2,118*</b>	<b>2,789</b>

*Self-service enrollment verifications became available to students in April of 2012 which has led to a significant reduction in the office workload in this area, allowing staff to focus on higher level tasks.*

*\*Some data missing for 2013-14.*

## Enrollment Verifications, 2009 - 2015



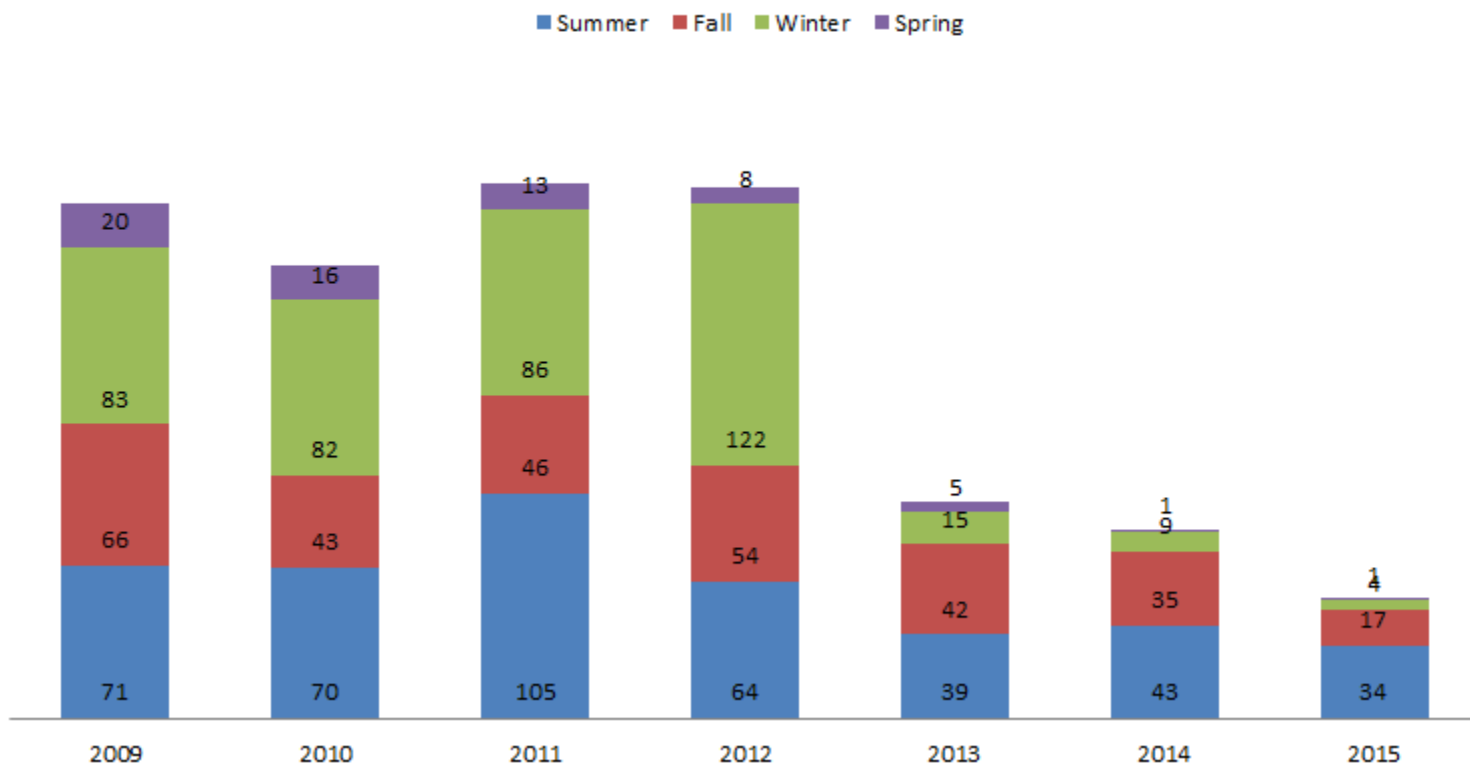
*\*Some data missing for 2013-14.*

**56 students studying away on non-Dartmouth programs (transfer terms) and 54 students on exchange programs were supported. The total number of transfer term participants has steadily decreased in recent years, while the total number of students participating in exchange programs increased in 2015.**

### Transfer Term Students

	2009	2010	2011	2012	2013	2014	2015
<b>Summer</b>	71	70	105	64	39	43	34
<b>Fall</b>	66	43	46	54	42	35	17
<b>Winter</b>	83	82	86	122	15	9	4
<b>Spring</b>	20	16	13	8	5	1	1
<b>TOTAL</b>	<b>240</b>	<b>211</b>	<b>250</b>	<b>248</b>	<b>101</b>	<b>88</b>	<b>56</b>

### Transfer Term Students, 2009 - 2015

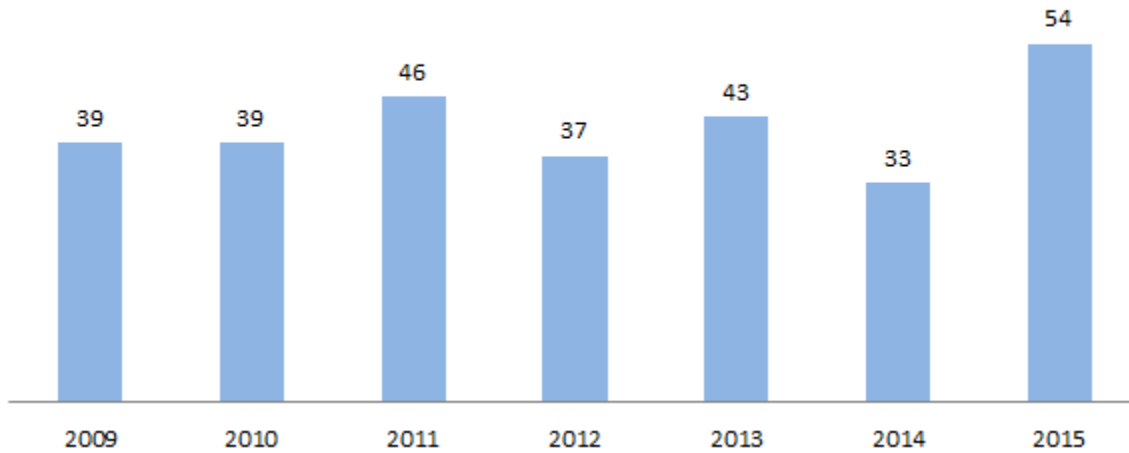


*Note: The significant drop in the number of transfer term students is a result of new policies on the part of the COI increasing the rigor of participation in transfer terms.*

### Exchange Program Students

Year	2009	2010	2011	2012	2013	2014	2015
<b>Number of Students</b>	39	39	46	37	43	33	54

## Exchange Program Students, 2009 - 2015



### Certified 40 VA Benefit recipients

	2011	2012	2013	2014	2015
Graduate Students	9	12	8	6	5
Undergraduate Students	26	28	32	32	35
Chapter 31	4	2	2	2	2
Chapter 30	6	3	1	1	0
Chapter 35	4	5	7	3	6
Chapter 33: Post 9/11 GI Bill recipients	21	30	30	32	32
Students eligible for the Yellow Ribbon program	11	25	24	28	29
<b>TOTAL</b>	<b>35</b>	<b>40</b>	<b>40</b>	<b>38</b>	<b>40</b>

Our Office certifies *Graduate* as well as *Undergraduate* VA benefit recipients.

**Graduated 1,093 undergraduate students**

Term	Graduates						
	2009	2010	2011	2012	2013	2014	2015
Summer	13	17	22	27	35	22	30
Fall	27	40	32	31	24	33	30
Winter	28	25	38	30	31	29	40
Spring	998	1,003	984	1,005	969	1,032	993
<b>Total</b>	<b>1,066</b>	<b>1,085</b>	<b>1,076</b>	<b>1,093</b>	<b>1,059</b>	<b>1,116</b>	<b>1,093</b>

**Registrar's Office Major Projects 2014-15****DCARS - Dartmouth Course Approval Routing System; A. Hunt, J. Sinclair, project leads**

- April 2013- Summer 2015
  - Eliminated an archaic paper process
  - Provided an automated course creation and modification system which allows faculty anywhere in the world to input courses for approval
  - Improved the course review and approval process
  - Created a course database for reference

**Credits & Exemptions Improvements - A. Ager, J. Sinclair, project leads**

- April 2013 - September 2014
  - Integrated new AP policy into the process
  - Reduced risk by replacing old technology with new, better-supported systems
  - Incoming students know immediately what courses and tests have articulated and can better choose their courses

**Special Topics Courses Renumbering - J. Sinclair, project lead****Course Descriptions into Banner - M. Blumenauer, A. Hunt, and A. Ager project leads**

- April 2014 - October 2014
  - Renumbered all special topics courses in Banner so that every course offering has a unique number and their descriptions can therefore be displayed
  - Improved the ability to report on course information and how courses appear on the student transcript
  - Allowed for courses to be disseminated across the web and to other consumers of course information
  - Created opportunities for departments and programs to expand their numbers beyond the limited two-digit system

### **Student Data Warehouse - A. Hunt, A. Ager project leads**

- June 2014 - ongoing
  - Built a student data warehouse to allow for improved student data reporting
  - Provided leadership for the overall project so that professional and graduate school student data is also included in the warehouse
  - Expand faculty research capacity thus far limited to Banner reporting

### **Music Contracts integration with Banner registration process - A. Ager, project lead**

- Summer/Fall 2014
  - Eliminated complex paper- and departmentally-based system
  - Improved tracking of courses that span several terms

### **National Student Clearinghouse 150% Regulation Reporting Changes - A. Ager, and J. Sinclair, project leads**

- July 2014 - December 2014
  - Implemented a series of Banner upgrades designed to follow new Federal loan reporting requirements; impacted all schools

### **Improved Banner/Canvas Feed - A. Ager, project lead**

- August 2014 - September 2015
  - Updated the Banner course data feed to Canvas, the Blackboard replacement, to make it smarter and more adaptive to Banner data changes

### **ORC/New Course Supplement**

- September 2014 - February 2015
  - Created an ORC/Catalog supplement to include new courses approved via DCARS after the annual publication of the ORC/Catalog

### **Student Access to Course Assessment - A. Hunt, project lead**

- March 2015 - September 2015
  - Developed student access to faculty course assessment reports and a system for faculty to "opt in" and allow their reports to be viewed as voted by Faculty

### **National Student Clearinghouse reporting changes - A. Ager, J. Sinclair, project leads**

- June 2015 - August 2015
  - Changes to the internal reporting process to support improved data transmission to the Clearinghouse and subsequently to the Federal NSLD

## **Future projects**

### **Hickory/VMS Decommission - A. Hunt, project lead**

- Migrate a series of reports and small projects to new technologies that will allow the office to become independent from VMS, an old technology which Computing Services needs to decommission

### **Revised Class Schedule - A. Ager, project lead**

- Implement in Banner and satellite systems the newly revised class schedule voted by the Arts and Sciences Faculty June 4, 2014

### **President/Provost initiatives – To be determined**

- Several proposals are under development such as "enrollment smoothing," summer blocks scheduling, and a new credit system

### **New Curricular Rules – To be determined**

- Numerous items which will result in projects are in the Arts and Sciences Curricular Review Proposal to be voted on in AY '15-16 that include new distributive requirements, new language requirement, etc.

### **DegreeWorks Upgrade - E. Pavesic, project lead**

- DegreeWorks requires a significant upgrade, which will impact both the degree audit function and online major/minor declaration

### **Advising enhancement - M. Braz, project lead**

- Consulting support with UG Advising and Dean of the College as they enhance the undergraduate advising function

### **Upgrade Registrar website - To be determined**

- Part of campus-wide initiative

### **EMS (Event Management Software) - D. Choate, A. Ager, M Braz**

- R25 Replacement (campus space management)

## **Other Projects**

**We continue to serve as a resource for other offices on campus that require our expertise when possible. We also participate in projects that impact and support all campus users, participate in**

**testing systems, and engage in several internal projects that do not involve outside entities. A few include:**

- Investigation of gender non-conforming options in Banner; M. Blumenauer, M. Braz
- Work with the "Improve Dartmouth" team, particularly on the "Improve Banner" and "Student Access to Course Assessment" initiatives; M. Braz
- Hosted the Ivy-Plus Registrar's Annual Meeting at Dartmouth, October 2014; M. Blumenauer coordinator, M. Braz
- Ongoing review and enhancement of the Special Community High School Program, including enhanced tracking and reporting abilities and business process analysis and change; A. Ager, M. Blumenauer, M. Braz, P. Latimer
- Ongoing support of the Curricular Review Committee, including support for the new class schedule and other coming initiatives; M. Braz, entire office
- Assisted with the NCAA audit of Dartmouth College; M. Blumenauer, M. Braz
- Passed the Veteran's Administration Certification audit; J. Sinclair
- With the assistance of our work-study students we continued to backfill citation data into Banner (data is complete back through the class of 1995 - an additional 1,828 citations were entered in 2014-15)
- Continued to enhance and expand our selection of online Guides with the DCARS and New Course Supplement projects, and to offer training to Chairs and their Assistants.