

2023

Registrar's Office Annual Report



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Registrar Office Vision and Principles

Vision Statement

As we adapt within the broader higher educational environment to the multiple, complex changes which proceed at an increasingly accelerated pace, the Registrar's Office practices a flexible and nimble service model that is responsive to and aligned with the goals of Dartmouth College.

We contribute to the success of society's most talented and intelligent students and distinguished faculty members. Our dedicated support and advancement of Dartmouth's systems and structures, as we safeguard the integrity of the institution's regulations and records, facilitates their ability to thrive and achieve their fullest potential.

The Registrar's Office maintains its primary focus on students and faculty members while we continuously improve their access to information and their ability to perform tasks independently at their convenience. We support faculty members' teaching and research through the continued development of advanced administrative applications and the provision of student data.

Statement of Principles

Our vision is supported by these principles. The Registrar's Office applies these principles to our project work, our committee work, and our day-to-day support of students and faculty.

Student and Faculty focus: We maintain a focus on students and faculty members as our primary constituents. We dedicate most of our time, resources, and initiatives to their support.

Self-Service: We develop tools for students and faculty members so they can access needed information at their convenience.

Partnership: We partner with other offices to support Dartmouth's larger mission. Coordination and collaboration with the other offices permits greater institutional support for initiatives which positively impact faculty members and students.

Shared accountability: We are the experts in our area, and respect other offices' expertise and responsibilities. We also respect our students and their responsibility to be accountable for their administrative obligations.

Continuous improvement: We revisit our processes continually, introduce new applications to remain up to date with current issues, and adapt to new technologies as required to better serve faculty members and students.

Highlights 2022-2023

Faculty and Curricular Highlights

Over the course of 2022-23, we implemented the new **Language Requirement**, built an **improved layout** for the department and program **reporting dashboards**, and initiated work on the core components of the **new Wellness requirement**. Additionally, we completed several curricular projects to update major/minor requirements for departments/programs such as Economics, Environmental Studies, Music, and Native American and Indigenous Studies.

Student Highlights

For students, we added functionality to the existing D-Plan application for students to **submit D-Plan petitions online**, thereby streamlining the process. We also worked through a major update to our **transcript delivery system (Parchment)** that grants students more control and access to their Dartmouth transcripts.

Office Highlights

The Registrar's Office saw a good amount of turnover in 2022-23, hiring **4 new staff members** by October 2022. While we are sorry to say goodbye to former staff, our new members continue to work towards the high standards we set for ourselves to serve our constituencies as best we can. Internally, we began a long-term project to build **integrated Sharepoint systems** to **better manage internal processes and improve our document storage**. We will be able to build off these new systems adding workflows for processing transfer credits to streamline the process for faculty as well as our internal review and approval process Registrar communications.

Looking Ahead

As we look forward to the 2023-2024 academic year, we plan to fully implement the infrastructure necessary for the Wellness requirement to function and continue to enhance the reporting offerings for departments and programs. As part of a larger effort to update Banner tools for students, faculty, and staff, we will partner with ITC to build an improved registration and course search system after a many-year delay, integrating several desired updates requested by the faculty. We will also begin the work to develop and implement a new website for the Registrar's Office in collaboration with our ITC partners. In the winter the DegreeWorks system used for Degree Audits and planning will require a major upgrade. We also plan to update the Timetable Editor application to better work with the new Classroom Rapid Refresh ([link](#)) program, allowing us to better manage classroom availability term to term, as well as improve the questions related to classroom choice so we can better understand the needs of the faculty.

Statement on Diversity and Inclusion

The Registrar's Office supports the College's efforts toward diversity and inclusion through our recruitment and retention of staff, professional development, and College committee work.

The Registrar's Office works to create an environment that is welcoming, diverse and inclusive of all staff which includes frequent all-staff meetings, one-on-one meetings with supervisors and smaller focused team meetings. This extends to the environment we create for our students. Each staff member develops a professional development plan based on the [AACRAO competencies and proficiencies](#).

The Registrar's Office staff is a mix of ages, genders, backgrounds, married/single, and ethnicities which includes our student employees. All are exceptionally talented hard workers despite little recognition. They support each other, work well with faculty and staff in other offices, and help to create an environment of inclusiveness where everyone has a voice. Multiple staff of various backgrounds have been promoted within the office to more responsible positions.

When hiring new staff, the Registrar's Office has implemented a process to redact applicant resumes to reduce bias within the hiring process and improve the likelihood that diverse candidates will progress through the hiring process.

Senior Associate Registrar Ager continues to respond to student feedback and coordinate with ITC to make updates to the Chosen Name system.

Staff have attended several trainings hosted by Human Resources as well as [NEACRAO](#) conference sessions on DACA and student diversity issues.

Project and Policy Accomplishments

Registrar's Office Projects 2022-23

Each year, the Registrar's Office implements projects that are in alignment with our office principles and improve service to students and faculty.

D-Plan Petitions Online - J. Sinclair, project lead

- July 2022 – March 2023
 - Integrates all student D-Plan petition submissions into the existing D-Plan Application
 - Provides an administrative interface for Registrar's Office staff to review and approve petitions.

Department/Program Reporting Dashboard Redesign – A. Ager, project lead

July 2022 – August 2022

- Developed and implemented a new structure for department/program reports to make it easier for Chairs and Department/Program Administrators to navigate.

Banner Self-Service Updates – A. Ager, K. White, project leads

- August 2022 – ongoing
 - Updates all student, faculty, and staff self-service items in DartHub/BannerStudent for Faculty from unsupported Banner 8 technology to supported Banner 9 technology that integrates more fully with DartHub.

Parchment Upgrade – A. Ager, project lead

- November 2022 – May 2023
 - Significant technical and interface upgrade for our transcript delivery system, required by the vendor.

Community High School Program – Reinstatement and Process Updates – A. Ager, project lead

January 2023 – May 2023

- Moves the application/admission process for this program to the Admissions Office and online and allows students to register themselves through DartHub once classes begin.

Financial Aid Audit – E. Parsons, A. Ager, project leads

November 2022 – ongoing

- As a result of findings from the 2022 audit, we partnered with Financial Aid and the Guarini School to both change our Clearinghouse process for graduated students and modify internal processes to better reflect enrollment statuses.

Wellness Requirement Implementation – E. Parsons, A. Ager, project leads

- January 2023 – ongoing
 - Implementation of the attendance-tracking portion of the Wellness requirement, including vendor research, policy development, and system implementation.
 - Registrar Parsons is leading the policy efforts, Senior Associate Registrar Ager is leading the functional/technical efforts in partnership with ITC.

Continuous Improvement Projects

Improved Final Exam Data Collection Process for Departments and Programs – A. Ager, R. D’Aveni, project lead

- May 2022 – ongoing
 - Streamlines and simplifies the process for collection of final exams for scheduling purposes. - R. D’Aveni, project lead

Registrar System Reviews for Department/Program Administrator via Zoom – M. Post, project lead

- September 2022 - ongoing
 - Developed a series of workshops for Department/Program Administrators to learn and review Registrar systems and processes. Series is planned to be offered annually.

Implement SharePoint for Internal Data and File Management – multiple leads

- May 2022 - ongoing
 - Create a Registrar’s Office Hub as a central access point for internal files and processes – C. Woodard, project lead
 - Create a Communication Management site to improve and streamline communication updates and processes – M. Post, K. White, project leads
 - Create a Transfer Student review system, especially for faculty review of syllabi – D. Mauceli, K. White, project leads
 - Create a Transfer Term review and approval system – D. Mauceli, K. White, project leads
 - Create an Exchange Term review system – D. Mauceli, K. White, project leads

Implement a Degree Application Indicator on DartWorks Degree Audit – C. Tipker

- Partnered with Undergraduate Deans Office to develop a section of the degree audit to record whether a student has completed the degree application.

Curricular Change Projects

Implementation of revised language requirement for students matriculating in the class of 2026 and later – multiple leads

- Updated degree audit system to track the three new pathways for students to complete degree requirements.
- Developed guide and chart for students and faculty to understand the new pathways for degree completion.

Implementation of new or updated majors/minors - C. Tipker, project lead

- For the following departments/programs:
 - Computer Science
 - Comparative Literature
 - Economics
 - Environmental Studies
 - German
 - Jewish Studies
 - Latin American, Latino, and Caribbean Studies
 - Math
 - Music
 - Native American and Indigenous Studies

Implemented Department Name Change – C. Tipker, project lead

- Native American Studies became Native American and Indigenous Studies

Implemented Change in Division – C. Tipker, project lead

- Department of Psychology and Brain Science moved to the Sciences Division

Personnel and Professional Activities

Personnel Updates

Registrar Parsons, working with staff partners, oversaw the following personnel events:

- **Assistant Registrar for Certification and Compliance** – Recruitment and Hire
 - Partner – José Sinclair
- **Associate Registrar for Academic Systems and Technology** – Recruitment and Hire
 - Partner – Andrew Ager
- **Service Specialist** – Recruitment and Hire
 - Partners – José Sinclair and Courtney Tipker
- **Assistant Registrar for Communications and Training** – Recruitment and Hire
 - Partner – José Sinclair
- **Assistant Registrar for Certification and Compliance** – Recruitment and Hire (underway)
 - Partner – José Sinclair
- **3 General Office Assistants PT (Student Workers)** – Recruitment and Hire
 - Partner – Catherine Woodard

Professional Development

Registrar staff members attended a variety of professional development activities as listed below:

Professional Development - Registrar/Senior Associate Registrars

- Ivy Plus Registrars Annual Meeting, Princeton, NJ (2 attendees)
- AAU Meeting (virtual) (1 attendee)
- AACRAO 108th Annual Meeting, Aurora, CO (1 attendee)
- Veterans Affairs – Enrollment Manager Training (virtual) (1 attendee)
- Tools to Handle Stress (virtual) (1 attendee)

Professional Development – Associate/Assistant Registrars and Operations Team

- AACRAO Registrar 101 (2 attendees)
- Gatekeeper training, for student-facing staff - all staff attended
- Building Supportive Communities training on sexual and gender-based harassment and violence prevention on campus– all staff attended
- Dartmouth Human Resources – Boundaries at Work workshop (1 attendee)
- Dartmouth Human Resources – Psychological Safety workshop (1 attendee)
- Dartmouth Human Resources - Beyond Typos (1 attendee)
- Dartmouth Human Resources – Communicating with Impact (3 attended)

Policy Development and Committee Work

Policy changes and updates in 2022-23 included:

- Revised Withdrawal due to Administrative Correction policy with consultation from the Committee on Instruction (COI),
- Clarified policy on student relinquishment of prematriculation credits and placements in collaboration with the COI,
- Clarified policy regarding timing of major declaration for undergraduate students in collaboration with the COI,
- Implemented extension of the NRO and Withdrawal deadlines for the fall 2022 term per COI
- Clarified the role of individual departments/programs to determine the Distributive and/or World Culture attributes for non-equivalent transfer credits in consultation with the COI,
- Updated COI Membership and Charge in the OFASDC in collaboration with the COI,
- Formalized the process and procedure for student government members to join the COI,
- Revised and implemented new timeline for transfer term review/approval which allows for better service for students, approved by the COI,
- Revised membership and charge for the Language Waiver Committee and updated the OFASDC accordingly,
- Provided research on median grade history and usage across AAU member institutions to aid in discussion on proposal to remove median grades from student transcripts.
- Participated in discussion on required syllabus statements and potential to provide faculty members with a template for such statements in Canvas.

Committee Work - Registrar

Continued to work with multiple committees which include:

- Committee of Chairs
- Committee on Instruction
- Committee on Withdrawals
- Committee on Undergraduate Enrollment and Student Affairs
- Provost's Advisory Committee on Enrollment Management
- Provost's Advisory Committee on Classrooms
- Language Waiver Committee
- Classroom Committee
- Teaching Transition Coordination Group
- Section 1018 Working Group
- Multiple ad hoc committees

Committee Work – Senior Associate Registrars and Associate Registrars:

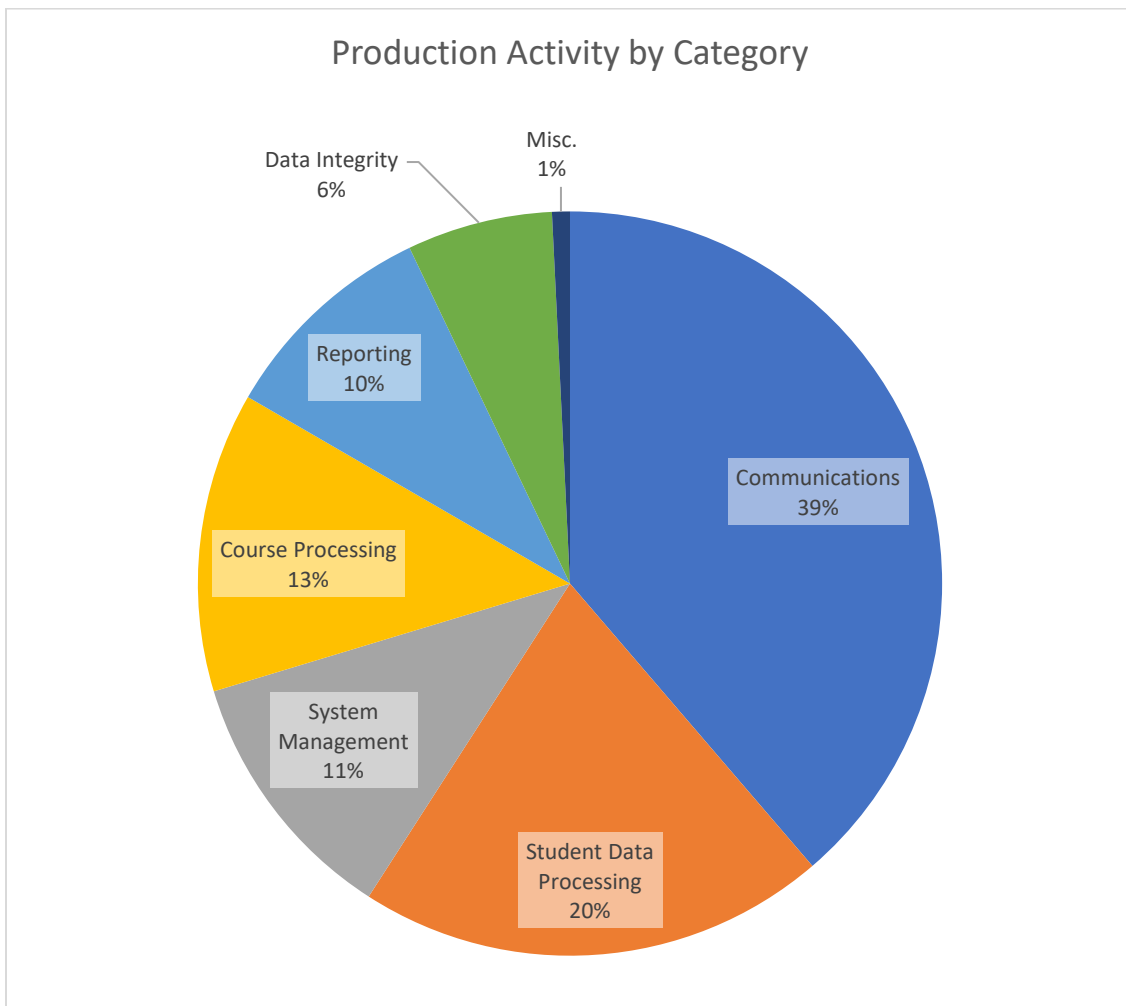
- Classroom Operations Committee
- Provost's Advisory Committee on Classrooms
- Banner 9 Working Group
- Data Warehouse Project Management Team
- Section 1018 Working Group

Data – Production, Operational, and Service

Production Activity

“Production” activities are those that are required in the usual academic cycle. Additional time is spent on “projects,” and “service,” which are described in other sections of this report. Below are representations of our main functions and some general measurements of time spent on production.

We focus **over half (59%) of our production activity on student and faculty communications and processing of student data** and spend the rest of our production time on internal records and system management.

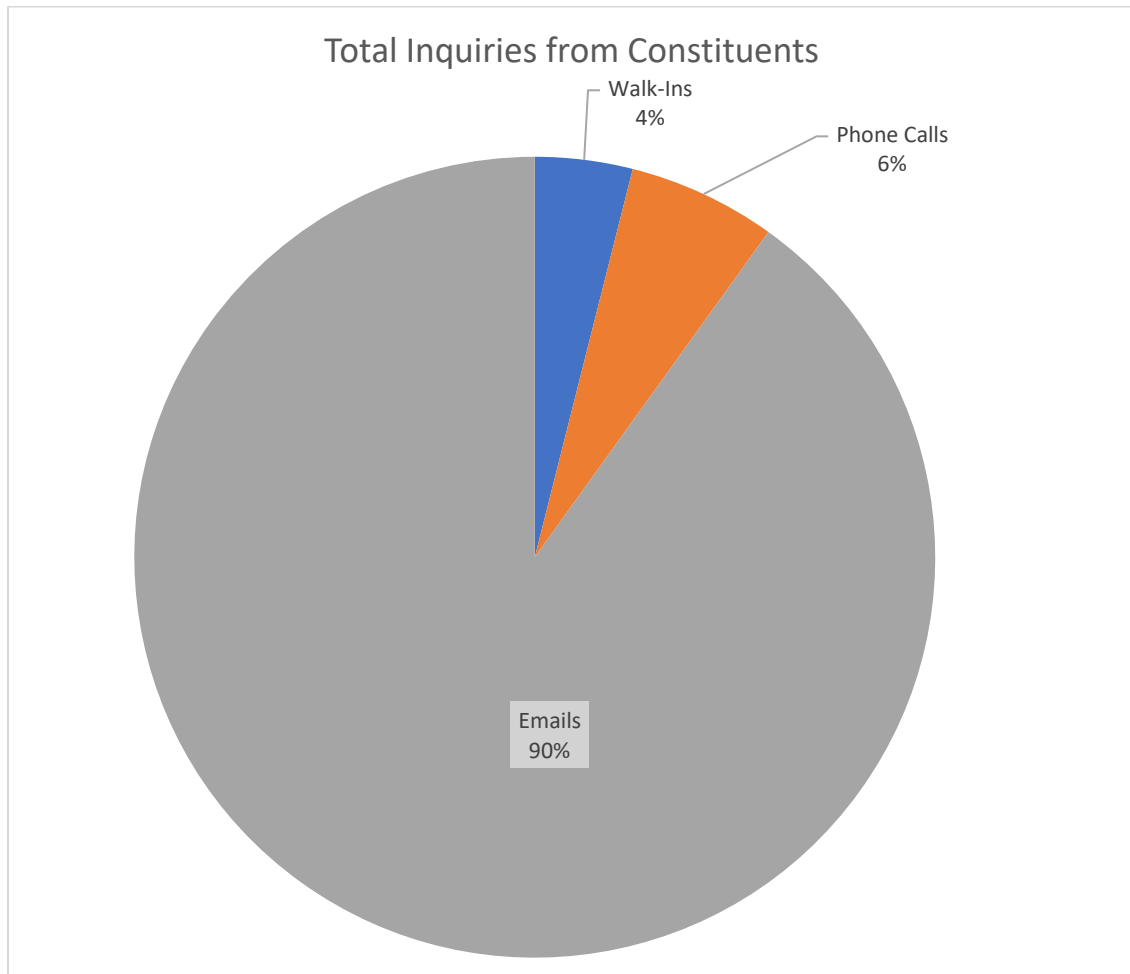


While our office is productive year-round:

- **Spring term** has the largest number of production items, and
- The months with the most production items are **May, June and September.**

Service Measurement Data

We dedicate most of our time and resources to the support of our primary constituents, Dartmouth's undergraduate students and faculty members. Below is a summary of the direct services we provided our constituents during the 2022-2023 academic year.

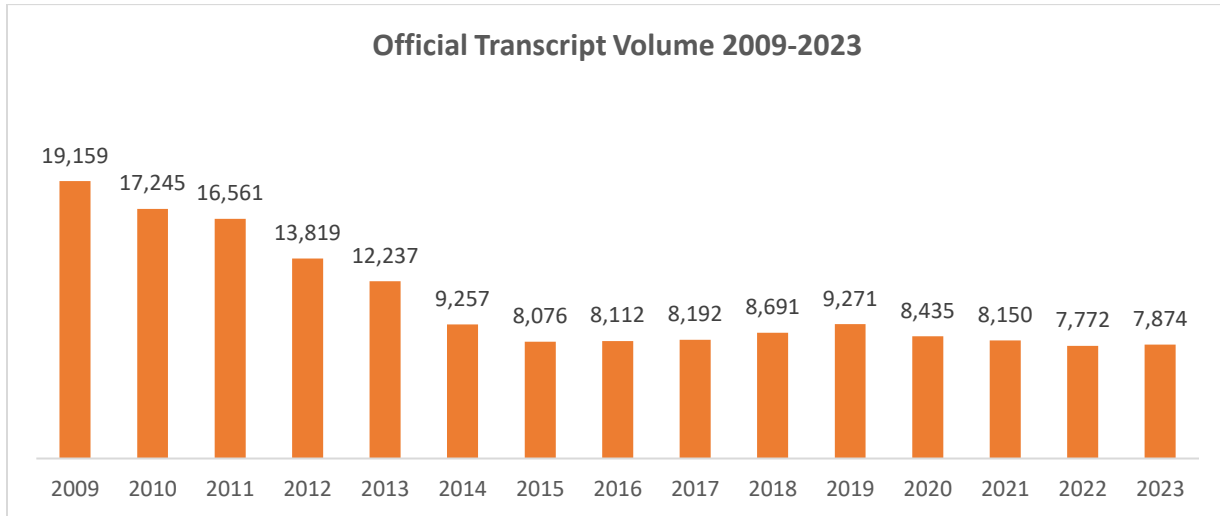


- The Registrar's Office addressed approximately **34,000 inquiries** via email (90%), phone calls (6%), and walk-in visitors (4%).
- These inquiries addressed a wide range of topics, including registration, course building, D-Plans, petitions, transcripts, degree verifications, classroom scheduling, as well as academic policy questions.
- Although the Registrar's Office was closed to all in-person visitors during the 2021-2022 academic year, the number of in-person visitors continues to increase with **over 1,300 in-person visitors in 2022-2023 academic year** (more than twice the number of visitors last year).

Operational Data

Transcripts

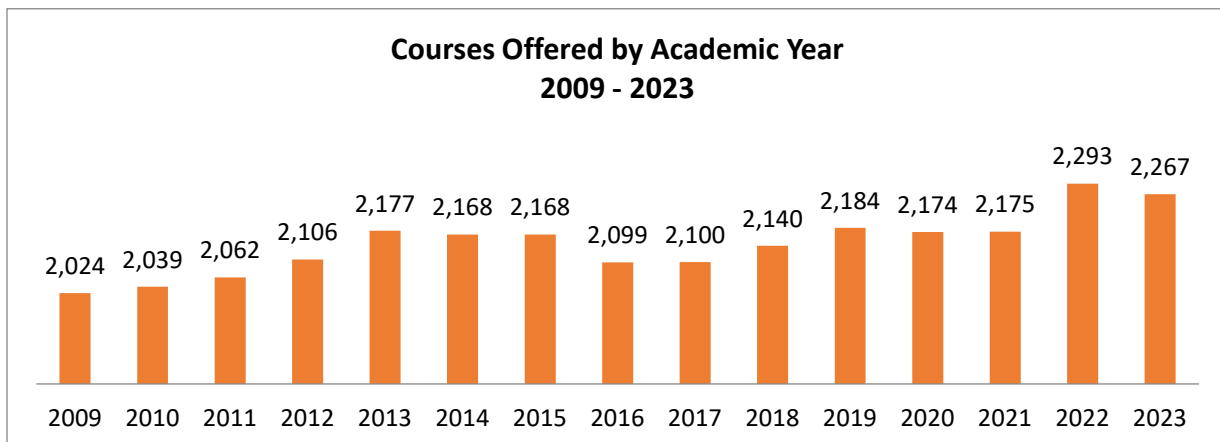
In 2022-23, the Registrar's Office delivered **7,874** transcripts:



- 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 96% eTranscripts and 4% paper transcripts.
- Paper official transcripts are now primarily processed off-site: only 138 transcripts were processed in the Registrar's Office in 2022-23.

Courses Offered

In 2022-23, the Registrar's Office scheduled **2,267** courses:



Each course count represents every offering with a unique subject, course number, and title combination except for cross-listed courses which are counted once. Off-Campus Study courses are included.

Petitions

In 2022-23, the Registrar's Office reviewed and processed **1,052** student petitions:

Petition Type	Petition Count					
	2019	2020	2021	2022	2023	Average
Change in Grade	175	100	25	70	73	89
Add Course After Deadline	100	102	82	103	99	97
Drop Course After Deadline	26	16	21	30	21	23
Additional 2-Course Load	45	36	41	38	32	38
Additional 4-Course Load	2	1	4	6	8	4
Unlimited 2-Course Load	4	3	4	0	1	2
NRO After Deadline				10	9	10
Repeat Course for Grade Only	5	2	2	5	3	3
Postpone Summer Term	34	397*	42	17	10	100
Waive Summer Term	55	60	154	59	53	76
Exempt Summer Term	32	22	36	24	38	30
Additional Term in Residence	96	76	94	67	77	82
Five+ Year Enrollment Pattern	112	72	340**	160	121	161
Reduce Sr Yr Residence Req	337	245	463	342	152^	308
Reduced Terms in Residence					41	41
Late Exchange of Courses	24	8	14	29	19	19
Reduced Tuition	27	0	0	0	0	5
More than 7 fall/spring				97***	169	133
Exempt 7 fall/spring					126^	126
Total	1074	1140	1325	1057	1052	1130

*This year saw summer term postponements and exemptions increase tremendously because of COVID-19 changes to D-Plan regulations for summer terms 2020 and 2021.

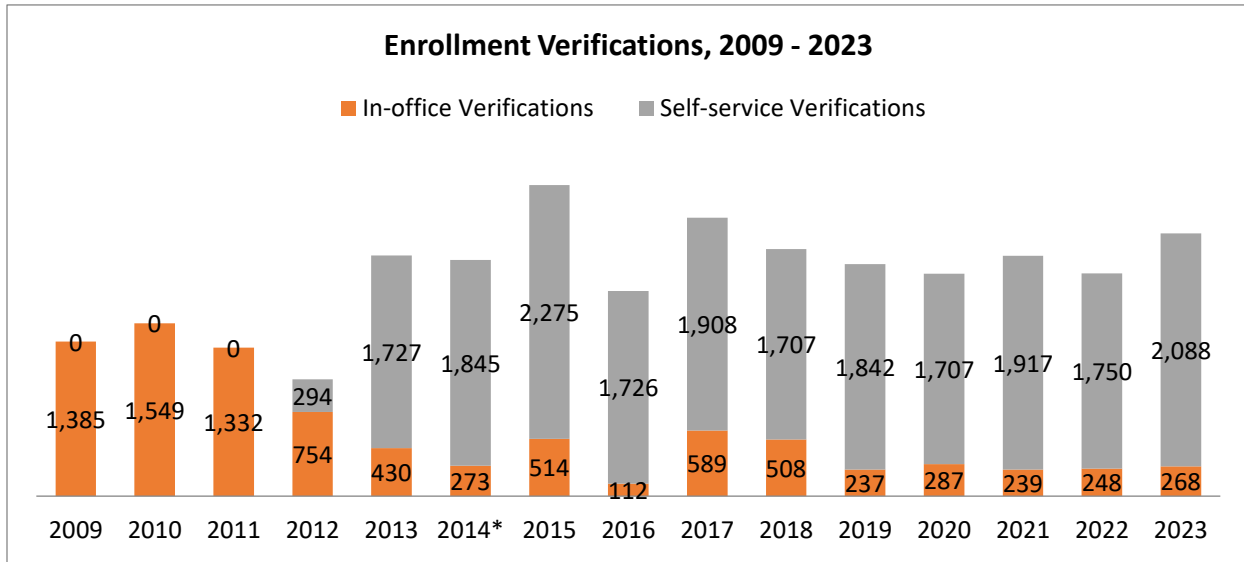
**Significant increase in 5+ year enrollment patterns due to COVID-19 disruptions.

***New petition type introduced in 2022.

^Requests to reduce the senior year residency requirement dropped significantly this year, however that volume appears to be replaced by the More than 7 Fall/Spring Terms petition and the Exempt 7 Fall/Spring terms petition, both new petitions to accommodate new D-Plan regulations.

Enrollment Verifications:

In 2022-23, the Registrar’s Office provided **2,356** enrollment verifications, **2,088** of which were provided through self-service:



VA Benefits

In 2022-23, the Registrar’s Office processed the VA benefit reporting for **57** students.

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Graduate Students	9	12	8	6	5	8	9	8	8	N/A*	N/A*	N/A*	N/A*
Undergraduate Students	26	28	32	32	35	36	42	51	62	65	62	58	55
Thayer Graduate Students												3*	2*
Chapter 31	4	2	2	2	2	2	5	4	7	7	7	8	5
Chapter 30	6	3	1	1	0	1	1	0	0	0	1	1	1
Chapter 35	4	5	7	3	6	7	6	5	3	2	8	7	9
Chapter 1606	0	0	0	0	0	0	1	1	1	2	1	1	1

Chapter 33: Post 9/11 GI Bill recipients	21	30	30	32	32	34	38	49	59	54	45	44	41
Students eligible for the Yellow Ribbon program	11	25	24	28	29	30	34	46	55	51	41	39	34
TOTAL	35	40	40	38	40	44	51	59	70	65	62	61	57

**Note: In 2020, the Guarini School for Graduate and Advanced Studies began managing their own VA benefit reporting; in 2022, the Registrar's Office began processing Thayer School VA benefit reporting.*

Transfer Credit – Transfer Terms and Exchange Programs

In 2022-23, the Registrar's Office supported **63** students on transfer terms and **63** students on exchange programs. This is the most exchange students the Office has worked with since we started tracking this information in 2009.

Transfer Terms

Academic Year	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Summer	105	64	39	43	34	24	17	20	29	18	26	19	17
Fall	46	54	42	35	17	20	22	28	49	35	9	15	36
Winter	86	122	15	9	4	6	9	13	10	7	6	5	6
Spring	13	8	5	1	1	3	3	3	4	29*	2	5	3
TOTAL # of STUDENTS	250	248	101	88	56	53	51	64	82	89	43	44	63

Note: The significant drop in the number of transfer term students which started in 2013 is a result of new Committee on Instruction (COI) policies.

**Transfer term restrictions were eased in spring 2020 due to COVID-19.*

Exchange Programs

Academic Year	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Number of Students	46	37	43	33	54	55	53	54	49	54	0*	32	63

**No exchange programs operated in 2020-21 due to the global pandemic.*