Office of the University Registrar
Division of Enrollment Management

2011-12 Annual Report

Supporting Teaching, Research and Service

UNIVERSITY of FLORIDA
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Transcending expectations through collaborative synergy and solutions

OUR VISION

Message from the Assistant Vice President and University Registrar

It is with pleasure that I present our annual report for the 2011-12 academic year. The report details our accomplishments and goals, and provides an overview of our services. The Office of the University Registrar (OUR) relies upon collaboration with members of the campus community in order to support the academic mission of the institution and to assure its success.

During this past year, the OUR has worked hard to continue its goal of providing outstanding service to current and former students, faculty, staff, their families and the other constituencies that seek our help each year. It is our hope that this report gives the reader a glimpse of what we do and the impact of the services that we offer.

Stephen J. Pritz Jr.  
Assistant Vice President for Enrollment Management  
University Registrar
The Office of the University Registrar provides responsive, considerate and knowledgeable service, ensures adherence to academic policy, creates, safeguards and preserves academic records, collects and analyzes critical data and promotes collaborative, informed enrollment management decisions and creative technology-based solutions.
“Although I cannot say that I know all the OUR does today, I certainly have a much better understanding of the breadth and depth of functions you and your staff perform daily—truly amazing.”
Commitment
We honor our commitments. Striving to be a model of excellence to those whom we serve, we research outcomes to ensure that our services meet the needs of those who seek our assistance. We are dedicated to continually improving every aspect of our work.

Honesty
Honesty is the foundation of all successful interactions and relationships. We represent ourselves truthfully, admitting when we are uncertain or need help, share relevant information completely, and speak up when a situation merits praise or improvement. We take pride in our integrity and recognize how accountability for our actions is interwoven into our responsibility to one another and the university.

Respect
We are a diverse organization. We value differences and demonstrate respect for human dignity. We recognize that people with different backgrounds, age, gender, ethnicity, sexual orientation, skills, beliefs, attitudes and experiences bring fresh ideas and perspectives. We consider the impact of our words and deeds on others. We respond with as much enthusiasm and professionalism at the end of the day as we do at the beginning. We further affirm the worth of each member of our office and those in the university community by treating each individual with respect and courtesy.

Communication
We believe communication is at the core of our effective service mission and in our respect with each other. Communication is listening and responding to the needs of our university community and fellow employees. We strive to have communications that reflect the mission and values of the organization. We share ideas, best practices and information with each other in an open and honest way.

Humor
We believe in the importance of good humor in the work place and the benefits of laughter in life. Healthy humor promotes team bonding and increases our productivity and creativity. It is important to us that our place of work be a source of professional and personal enrichment.

Culture of Hospitality
We actively seek very talented people who embrace, advocate and practice our mission. Our unique culture of a collegial and collaborative environment inspires us to become change agents and to excel in support of the university’s goals. We are hard-working, friendly, spirited, loyal, and fun-loving. Recognizing and celebrating individual and team accomplishments are keys to sustaining our positive energy.
“There are very few who serve the greater interest of the University of Florida better than you. It is a calling you have accepted. I totally respect that.”
The Office of the University Registrar’s commitment to the mission, goals and business of the University of Florida is unwavering. It is the job of the office to be a foundation of responsive support service to ensure the academic success of the university.

The Office of The University Registrar (OUR) provides comprehensive core support for the wide scope of the university’s academic and research missions. UF faculty constantly propose innovative, interdisciplinary programs and increasingly use creative technologies to deliver courses. Flexible and imaginative resources are required to skillfully manage the challenges posed by the ever-changing needs of broad curricula offerings, technology innovations, and the large student population of the University of Florida.

The OUR is entrusted with the creation, maintenance and preservation of hundreds of thousands of academic records for current and former students. These academic records are the repository of the work of generations of UF students. The responsibility for their safe-keeping entails both utilization of leading-edge technologies, as well as secure, multi-layer systems for conservation and retrieval of older records.

Records and registration processes have become increasingly automated in recent years. Therefore, our data management role has increased dramatically. Due to this evolving responsibility, the OUR is a leader in the coordination of academic and
administrative systems. The OUR historically has been a key office for assuring regulation of academic policy, and as such, the OUR monitors data passing into and out of our systems from administrative staff, students and other UF data systems. Creative information systems are used to manage key databases in support of academic policies.

The OUR's focus is more about process, rather than being task oriented. The OUR initiates collaboration between departments and colleges to assure new processes are smoothly designed and seamlessly implemented. Modern-day service expectations include interactive functionality with other primary UF service entities. OUR systems provide indispensable data, around the clock, between offices and to faculty and students. The office is responsible for managing the student information system that is the repository of student data and from that cornerstone position, it is critical to the joining of administrative and academic functions.

System users of student information constantly request help from the OUR as a resource for guidance regarding how to access and utilize data, how to serve students, and how to manage their ever-evolving, complex curricular requirements. Faculty, staff, students and other entities look for assistance with how to enter data, obtain information and overcome challenges that may arise with the use of a complex student records infrastructure.

Due to increasing concerns regarding the security of technologically stored data, the OUR has had an ever-growing responsibility for data protection and records security. Privacy concerns make Federal Educational Rights and Privacy Act (FERPA) compliance a core responsibility for the OUR. Staff members who accept this critical obligation serve as the guardians of the UF academic record and utilize all means of electronic and physical protection to assure that these records are not compromised.

The student information system is central to making the delivery of instruction happen. Courses, registrations, classrooms and exam schedules are maintained by the system as the necessary structure for teaching. Unlike offices that manage systems and information mainly for internal use by their own staffs, the OUR manages self-service applications, systems interfaces, and processes for students, faculty and other administrative offices.
OUR CORE FUNCTIONS

The OUR is comprised of four main areas: Systems, Data and Administrative Services; Office Services; Registration and Curriculum Services; and Student Records and Degree Services. The primary functions and responsibilities for each area are outlined below.

Systems, Data and Administrative Services (FTE=12)
- Administers FERPA to ensure confidentiality of student records
- Assures participation in Sexual Harassment prevention tutorials
- Compiles and provides statistical enrollment reports
- Coordinates and facilitates training for the New Employee Orientation Program
- Coordinates annual budget submission
- Coordinates OUR access to PeopleSoft security
- Coordinates OUR personnel, travel, payroll, purchasing, and leave
- Coordinates news media contacts for the OUR
- Coordinates processing of requests to review academic records
- Coordinates responses to web-generated email inquiries from all constituents
- Coordinates security access to the online student records system for the campus community
- Coordinates the receipt, research and response to subpoenas and court orders
- Deposits checks or cash received for services
- Designs and facilitates staff development and recognition and reward activities
- Enhances OUR communications with daily inter-office newsletter (Grapevine)
- Maintains a student data warehouse for the campus community
- Manages all purchasing cards in the OUR
- Manages the State of Florida’s excess hours surcharge
- Monitors OUR operating budget and provides financial reports, tables, spreadsheets and forecasts expenditures and salaries as needed
- Oversees OUR Systems, and Data and Administrative Programs, including student focus groups and web surveys
- Prepares data files and other reports required by the Board of Governors (BOG) and National Collegiate Athletic Association (NCAA)
- Prepares the university’s Integrated Postsecondary Education Data System (IPEDS) Report
- Produces university academic calendar, in coordination with the University Curriculum Committee and Faculty Senate
- Processes data requests from on- and off-campus entities
- Provides data analysis for decision making
- Provides historical knowledge of university policies to the campus community
- Records minutes for Information Security and Compliance Committee
- Represents the OUR on the:
  - Admissions Committee
  - AAU Registrars Committee
  - Commencement Committee
WE REPORT

- Responds to requests from the Committee on Ethics and Elections
- Reviews and prepares hard copy administrative files for scanning and imaging
- Reviews college degree reinstatement request
- Reviews proposed updates and changes to university rules to ensure OUR compliance
- Serves as liaison with Computing and Network Services (CNS), Bridges, colleges and academic departments
- Serves as liaison with the General Counsel’s Office for policy clarifications
- Serves as liaison between systems staff and internal constituencies
- Supports distance, nontraditional education, and the International Center by facilitating federal reporting, systems modifications, policy and procedures, and student support functions
- Updates the FERPA link, the OUR Parent link, and the internal website

Office Services (FTE=12)
- Administers the office emergency response plan
- Archives all data and files, including daily systems backups
- Preserves statistical documents
- Codes, creates, retrieves and retains processes for multimedia data storage of student records
- Codes incoming transcripts to the online system and scans documents
- Coordinates address change requests and resolves discrepancies
- Coordinates machine room operations and provides computer output support
- Coordinates preparation, packaging and mailing of diplomas and admissions letters
- Delivers, stores and retrieves classroom furniture, publications and equipment stored at OUR’s off-campus warehouse
- Opens, sorts and distributes incoming mail
- Responds to and distributes internal student records requests
- Inserts, sorts and processes outgoing mail
• Maintains:
  o Classrooms in OUR inventory
  o Computer hardware
  o Copiers
  o Fax machines
  o Inventory records
  o Office vehicles
  o Telephone hardware
• Monitors and manages postal usage
• Coordinates property accounting and asset management functions
• Manages records retention according to state guidelines
• Oversees maintenance requests for Criser Hall and classrooms in OUR inventory
• Coordinates OUR renovation projects
• Provides data entry and imaging of admissions and OUR support documents
• Processes campus requests for forms and student academic publications
• Provides hardware set-up for training workshops, special programs and meetings
• Provides office copy services
• Purchases and distributes general office supplies
• Monitors and supports building security systems

Registration and Curriculum Services (FTE=12)
• Assists with editing of data files for the Board of Governors
• Builds and maintains prerequisite files for courses and students
• Certifies NCAA athletic eligibility
• Coordinates activities for the University Student Petitions Committee, including review of requests for waiver of academic regulations
• Coordinates registration of all students
• Coordinates special programs, high school dual enrollment, Division of Continuing Education (DOCE) and employee and non-degree registration
• Coordinates Statewide Course Numbering System (SCNS) and maintains the campus curriculum inventory of all SCNS-approved courses
• Coordinates the Instructor Workload process with colleges and departments
• Coordinates the creation, editing and distribution of various enrollment reports to departments and colleges
• Creates course offerings in conjunction with colleges and departments for publication in the online termly Schedule of Courses
• Evaluates late registration fee petitions
• Furnishes registration and drop/add support to student and campus entities, including class rolls and data on students not meeting course prerequisites
• Maintains and helps coordinate modifications to ISIS and ISIS Admin systems
• Maintains ISIS information and the registrar homepage
• Maintains and updates the curriculum and course section data as directed
• Manages the creation and assignment of coding that determines fees related to each student’s term of matriculation
• Manages the State of Florida’s course surcharge for students repeating a course for a third time
• Processes requests to audit courses
• Processes department requests for during term and final exams
• Reports enrollment to the National Student Clearinghouse to comply with Student Status Confirmation Report requirements for student loans
• Processes student course schedule adjustments during the term
• Processes withdrawals, cancellations of registration and reinstatements, including the coordination of fee adjustments with the Bursar’s Office and Title IV refund requirements
• Provides data support for the College Enrollment Management Councils
• Provides degree verification
• Provides enrollment certification
• Reviews requests for changes to residency status for current students
• Schedules classroom space for instructional activities, seminars, and student meetings
• Sends critical e-mail notifications to students
• Schedules and trains departmental staff on room scheduling, registration, Employee Education Program, dual enrollment, ISIS Admin and Instructor Workload
• Supports the operation of the University Curriculum Committee
• Supports production of the Guide to Majors and the online Undergraduate Catalog

Student Records and Degree Services (FTE=9)
• Assists students in understanding the grading process and answers questions regarding grade options
• Certifies copies of diplomas for international students
• Codes minors to the student record
• Confirms citizenship of students
• Converts archived student permanent record cards (offline transcripts) to the online system
• Coordinates the undergraduate, graduate, and professional academic certificate award process by annotating transcripts and ordering and mailing the awards
• Ensures compliance with the Writing and Math requirement for UF courses
• Maintains online transcripts, including:
  o Classification coding and correction
  o Coding of actions taken by University Senate Committee on Student Petitions to student transcripts
  o Coding of course title changes for individual study
  o Degree credit allowed for nondegree credit per college approval
  o Graduate credit allowed for undergraduate per graduate school approval
  o Posting of correspondence student earned credit
  o Posting of degree statements
  o Posting of grades for UF credit (not transfer) for overseas studies
  o Posting of graduate candidacy for Ph.D. study
  o Recording of grades, grade changes, probations and suspensions
  o Retroactive academic record changes
• Maintains records for majors, minors, and SASS audits
• Manages and coordinates UF’s Repeat Course Policy
• Manages student records hold process
• Manages the University Grading System, Grade A Gator:
  o Assists faculty with grade-related issues
  o Conducts regular workshops to train college and department coordinators on Grade-A-Gator
  o Maintains Grade-A-Gator tutorial and documentation
  o Monitors grade listserv and responds to questions
  o Processes grades each term and every two weeks during the term
• Orders, checks, prepares and mails diplomas, Associate of Arts certificates and Presidential Honor Roll awards
• Posts full time by exception remarks on academic transcripts
• Processes and mails all requests for official transcripts
• Processes degree applications
• Processes name and social security number changes
• Processes S/U Option applications
• Provides automated degree certification for colleges
• Provides course descriptions for all courses taught prior to 1999
• Provides support for production of the commencement program and selection of academic scholar recognition at commencement
• Sends critical email notifications to students
• Verifies enrollment, academic progress and eligibility for veterans educational benefits
“I have never met your staff member in person, and all of my communications with her have been via phone or email, but she has made such a wonderful impression, I was compelled to let you know. I immensely appreciate others whose work ethics, politeness and integrity are completely evident.”
Innovation Academy
The Office of the University Registrar has collaborated with Enrollment Management leaders, Enterprise Systems personnel, and academic units to assure a smooth implementation of the inaugural Innovation Academy. This exciting new program seeks to enroll students in a unique spring-summer schedule with an emphasis on small group exploration of creative ideas and opportunities for participation in dynamic co-curricular experiences. OUR staff aided the program start by assisting with coordination and modification of systems infrastructure to manage participants in IA through all processes encountered by matriculated students.

OUR staff members are working with Enterprise Systems to design, create and implement this system prior to certificate volumes reaching levels incapable of being handled by manual processing.

Globalization
The University of Florida values its vibrant international student presence on campus and encourages UF students to participate in study abroad programs to enrich their educational experience. The OUR maintains collaborative information systems with the University of Florida International Center (UFIC) to document this Globalization of learning. Additionally, because of the complexity and uniqueness of the international academic programs,

an OUR liaison provides customized, personal support to UFIC staff to assure any student or systems issues are quickly resolved.

Seamless Transition
Increasingly, the Florida Legislature has mandated a Seamless Transition between state institutions for transient students. This mandate has led to the creation of the Florida Virtual Campus and directives that have changed the nature of inter-institutional collaboration within the 39 State of Florida postsecondary institutions. The OUR, in conjunction with Student Financial Affairs, is providing leadership within the state in making productive recommendations for modification of existing FASTER, FACTS institutional systems that will facilitate the transfer of student and financial aid data between SUS institutions and state colleges.

Environmental Stewardship
The University of Florida continues to promote Environmental Stewardship across campus in all of its programs and services. The OUR is continually reviewing its daily practices to identify ways to promote sustainability. This year, more than 390,000 pages of paper were saved by the OUR’s ongoing conversion of our daily edits and reports of system functions to electronic format.
“Thank you so much for your commitment to working with us to support these programs: (Engineering Freshman Transition Program and Successful Transition through Enhanced Preparation for Undergraduates Program). Working with you and your team has been nothing short of a pleasure.”
The OUR's strong support of the **University of Florida’s Campaign for Charities** underscores one of the president's goals to “work with the surrounding community and the City of Gainesville to improve the quality of life in the community and to ensure a vibrant and sustainable environment in which to live and work.”

The Office of the University Registrar coordinates an annual “Olympic challenge” — a competitive event matching each of the Criser complex offices against each other to raise money for the campaign. Additionally, our office developed an intra-office penny war competition to raise additional monies for the UFCC general fund. Bragging rights and a trophy are awarded to the winning office. This year, the OUR won the Criser Cup, signifying the greatest percentage increase in giving of any office participating in the challenge.

As integral members of the university community and beyond, members of the office serve on the following standing committees:

- Admissions
- Admissions and Registrars State University System
- AAU Registrars
- Articulating Coordinating/Statewide Course Numbering
- Athletic Eligibility
- Commencement
- Curriculum
- Equity and Diversity Compliance
- Florida Automated System for Transfer of Educational Records
- Graduate Council
- Identity Access Management
- Information Security and Compliance
- Petitions
- Preview Steering and Program
- Privacy Advisory
- Race and Ethnicity Codes
- Recruitment Coordinating
- ROTC Advisory
- State of Florida Financial Aid Transient Admissions
- Application Workgroup
- Student Financial Aid
- Undergraduate Advising
OUR personnel represent the university in international, national, and regional professional organizations, including:

- Florida Association of Veterans Education Specialists
  State Officer - Secretary
- Florida Association of Collegiate Registrars and Admissions Officers
- Presenters - Topics Enrollment Management and Innovation Academy
- Southern Association of Collegiate Registrars and Admissions Officers
- American Association of Collegiate Registrars and Admissions Officers
- Member of Transfer and Articulation Committee
- Association of American Universities
- American Society for Training and Development
- Recognition Professionals International

Additionally, several OUR administrators chaired or participated in search committees for key UF positions, such as the associate vice president for enrollment management, the director for curriculum monitoring and analysis, the director of financial aid, and the senior associate director of financial aid.

**UF STAFF AWARDS**

Staff members have been awarded 140 individual Davis Productivity Awards. In addition, 15 Superior Accomplishment Awards have been garnered at both divisional and universitywide levels, as well as an international award for superior staff recognition programs. This year’s winners were Cynthia V. King, Davis Productivity Award for a Sustained History of Innovating Student Technology Services, and Robert Bache, who received the Divisional Superior Accomplishment Award.
“I was lucky enough to come across an employee of yours. Let me just say what a rare surprise it was to find and work with her. As a result of her guidance, I must say my first experience with UF was a very positive one. I am sure you already know this, but she’s definitely a keeper in my book.”
At UF, there are more than 900 current veterans, dependents, and Active Duty, National Guard, and Reserve members attending as undergraduate and graduate students.
The University of Florida is continuing its commitment to veterans by partnering with U.S. Department of Veterans Affairs (DVA) in support of the Post 9/11 GI Bill and the other VA benefit programs. The Office of the University Registrar serves as the liaison between the University, its students, and the various federal, state, and local agencies concerned with veterans' benefits. Our goal is to provide the best possible service to students eligible for Veterans Education Benefits. We serve as a liaison between the veteran and the VA Regional Processing Office.

**Educational Benefits**
The various Department of Veterans Affairs programs provide educational benefits for sons, daughters, and spouses of deceased or permanently disabled veterans as well as for veterans and in-service personnel who served on active duty in the U.S. Armed Forces after January 1, 1955. The programs have different benefits packages and eligibility requirements. The UF VA Office is committed to providing an environment that helps veterans pursue their academic and personal goals, explore different learning experiences, and be involved in campus life. At UF, there are more than 900 current veterans, dependents, and Active Duty, National Guard, and Reserve members attending as undergraduate and graduate students; over 1,000 current faculty and staff veterans; and over 500 Air Force, Army, and Navy ROTC program participants. OUR staff members certified approximately 14 million dollars in VA educational benefits for UF students this year.

**Guiding Veterans to Resources**
Whether they are a new student who has completed their service, a student who interrupted an education to serve and now are returning, or a student who began studies elsewhere and are transferring here, we help guide them to the resources needed to make the most of their UF experience. By networking with other UF units, we can be an effective single point of contact for veterans. The military veterans receiving an education at the University of Florida are a vital component of our campus community.
<table>
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<td>Documents Scanned to the Imaging System</td>
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<td>Instructor Contact Hours Reported in Instructor Workload</td>
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<td>Mail Volume Received</td>
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<td>Instructor Contact Hours Reported in Instructor Workload</td>
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<td>New/Changes to Security Access</td>
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<td>Phone Calls Incoming</td>
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<td>Phone Calls Outgoing</td>
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<tr>
<td>Degrees Posted</td>
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<tr>
<td>Mail Volume Received</td>
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<td>Diplomas Ordered (Including Reorders)</td>
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<tr>
<td>Degrees Verified Through the National Student Clearinghouse</td>
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<td>Student's Records Maintained</td>
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<td>Course Sections Scheduled</td>
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<td>Transcripts Issued</td>
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<tr>
<td>Grade Changes</td>
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<td>Enrollment Certifications Issued (current term)</td>
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<td>Degrees Verified Through the National Student Clearinghouse</td>
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<td>Diplomas Ordered (Including Reorders)</td>
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<td>530</td>
<td>Student Athletes Certified (8 Men’s Teams and 11 Women’s Teams)</td>
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<td>477</td>
<td>Curriculum Inventory Changes</td>
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<td>Security Recertifications</td>
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<td>Data Requests</td>
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<td>Email Responses to Web-Generated Inquiries</td>
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<td>469,728</td>
<td>Courses Registered</td>
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<td>3,816</td>
<td>Events Scheduled</td>
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<td>3,839</td>
<td>Petitions Processed</td>
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<td>132</td>
<td>Nontraditional Programs Supported</td>
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<td>1,977</td>
<td>Veterans/Dependents Educational Benefits Termly Certified (670 Students)</td>
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<tr>
<td>3,404</td>
<td>Hardcopy Transcripts Converted to Electronic</td>
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<td>3,624</td>
<td>Electronic Approvals for UF Students Taking Courses Elsewhere</td>
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<tr>
<td>96</td>
<td>Unique Grade/Registration Calendars</td>
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<tr>
<td>795</td>
<td>Residency Reclassifications Reviewed</td>
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“I just wanted to take a quick moment to thank you and everyone that works on the grades system for another wonderful job this year...—we just need to make sure that you all know how much you are truly appreciated. Please pass along a BIG THANKS TO everyone!!!”
The Office of the University Registrar set challenging and inspiring goals in 2011 to accomplish by 2012. We planned ahead. We visualized. We brainstormed ideas. The result is an impressive range of accomplishments to share in this report.

Reorganization into a Cohesive Team

The reorganization of university resources to create an Enrollment Management Division (EM) brought three key offices, the Offices of Admissions, Student Financial Affairs, and the Office of the University Registrar into the newly created division with the goal of the offices collaborating to optimize student success.

Much progress has been made towards forming a cohesive EM team with that goal in mind. An example of team building is the work of the new inter-office focus group. The focus group is comprised of representatives from all of the offices. Members meet regularly to identify opportunities for mutual collaboration and to discuss ideas for supporting the collective goals of the division. The focus group facilitated the creation of a cross-functional calendar, as well as the compiling and posting of an easily accessible directory of staff for inter-office use. They also worked together to propose EM Division Mission and Vision Statements and to create new supporting mission and vision statements for each office. Representatives from the OUR are valued, contributing members of this group.

A further step toward building the EM Team was made in the inter-office activities that were designed to promote collegial working relationships among all parties and to unite the division. Breakfast socials, a staff development leadership retreat, the vice president’s cross-team luncheons, plus an ambitious inter-office wellness campaign have served to create a cohesive working unit. The OUR has actively participated in all activities. (Goal 1, 2012)

Systems Design for Academic Certificates

The Office of the University Registrar played a key role this year in proposing the design of systems and in outlining policies to permit the formal approval and recording of sanctioned academic certificates on students’ transcripts.

Spring 2012 was the first term that these awards were so noted, and it is thus far been a manual-posting process. OUR staff are actively collaborating with Enterprise Systems personnel to complete a new automated system for conferring and recording these awards. (Goal 11, 2011)

Successful Veterans Affairs Audit

OUR Veterans Assistance staff underwent a comprehensive federal audit of VA certifications that resulted in no significant findings. This is especially noteworthy because the implementation of the complex Chapter 33 regulations made compliance and certification much more difficult. There are also 10 percent more UF students receiving veteran’s assistance in 2011.

Improved Response Time

The Office of the University Registrar takes pride in providing model customer service that is prompt, courteous, and that tops expectations. Our customer service goal for 2011-2012 was for improving response time to the “Contact Us” e-mails received by our office. While previously the office achieved a two business day maximum response time, the e-mail response time is now consistently one business day or less. Most e-mails are answered within the hour after
they are received, but all are certainly acknowledged within the one business day maximum. (Goal 3, 2011)

From Paper to An Online System
There has been an ongoing need to Convert Pre-Automation Imaged Permanent Record Cards (hard copy transcripts) to the online student records system. The newer system was begun in 1977, and academic records created prior to that date were maintained on “cards” that were later imaged to a microfilm/microfiche system accessible only by OUR staff members. Conversion is a slow process, requiring tedious research, manual input and careful checking to verify accuracy. Since September 2011, OUR staff members have converted 3,404 permanent records to the online system. These former students now have convenient access to viewing and ordering their transcripts.

Cross Train, Shadow To Ensure Success
The Office of the University Registrar is losing critical human resources as a generation of key employees is retiring. This year, several succession planning strategies were successfully implemented to mitigate this loss. Systematic job shadowing, organized cross-training, and participation in leadership development programs are being utilized to allow staff to gain needed skills and expertise to help offset the loss in experience. We are seeking to encourage younger staff members to become higher education careerists by recognizing their value and by promoting them. (Goal 5, 2011)

Schedule at Your Fingertips
One of our objectives is to improve students’ access to data that will enhance their UF experience. A software enhancement called Export your Schedule permits use of an i-cal format to export a student’s class schedule to his or her personal computer. Students may link their calendars to mobile devices, making the organizing of a hectic schedule much easier.

Leadership Development
OUR staff members participated in a myriad of staff development activities this year. Staffers are enrolled in leadership development activities such as the Supervisory Challenge conducted by UF Human Resources as well as in a variety of single courses offered by HR. Two OUR employees are designated trainers for HR seminars, and as such they regularly share their expertise with other UF employees.

Three members of the OUR staff have been honored by being chosen for participation and successfully graduating from campuswide leadership activities.

- Advanced Leadership for Academic and Professionals- Dan Hodges
- UF Academy- Mallori Wojcik
- Supervisory Challenge Managers’ Cohort – Milena Jarvis

Further growth opportunities were provided to staff members who attended the following regional and national conferences:

- Southern Association of Collegiate Registrars and Admissions Officers
- Association of American Universities
- Mail Management Seminar –Basic
- Veterans Affairs Regional Planning Office
- American Association of Collegiate Registrars and Admissions Officers
- National Postal Forum
- American Society for Training and Development

Also, weekly staff development training sessions are conducted with presenters from within the OUR briefing staff on policy and procedures, as well as guest presenters from offices across campus. The guest presenters explain the mission of their respective offices, while opening doors to collaboration with our staff members. (Goal 7, 2011)

Website Development
Members of the OUR staff have contributed widely to the development and design of the Enrollment Management Website. Many hours of editing, and providing feedback regarding the content and look of the division’s website were needed to launch this important project that spotlights the purpose and functions of the UF Division of Enrollment Management.

Catalog Accuracy
The university’s undergraduate and graduate catalogs are used as references by students, faculty and staff. The accuracy of the policy statements and course
“Again, thank you for your truly student-centric diligence.”
“Many, many thanks for your terrific problem-solving on very short notice. It is much appreciated.”
descriptions in these documents is critical. A new SharePoint system for efficiently modifying and updating policy and course descriptions has been implemented. OUR staff has assumed the responsibility for updating academic regulations and inputting and modifying course descriptions in the new SharePoint catalogue system. (Goal 6, 2011)

**Telephone System Improved**
OUR Office Services personnel and Computer Networking Systems (CNS) personnel successfully installed the new Cisco IP Phone System and trained staff in its use. This conversion included the installation of a new call management system that dramatically improves the monitoring of and handling of calls to the OUR. The implementation was accomplished with no loss of service during business hours. The system replaced the outdated ROLM system that had become inefficient and was costly to maintain.

**Promote Sustainability**
The University of Florida has continued to confront economic challenges with creativity and efficiency. The Office of the University Registrar has identified ways to conserve resources and cut expenses while assuring that the office continues to meet its critical academic role. The vast amounts of paper data output consumed by the office have been nearly eliminated by the migration of the data to online reports, resulting in huge resource savings. Reuse and recycling of materials has also been a focus, especially in re-purposing manila folders and boxes. (Goal 4, 2011)

**Community Involvement**
Although the OUR has always been active in the arena of community service, joining forces with our partners in the EM division has allowed us to have a greater service impact. EM Division activities included joint office participation in the following:

- Valentine Goodie Bags Creation/Delivery for the Ronald McDonald House Pediatric Unit
- Toys for Tots
- Thanksgiving Food Pantry Drive
- Clothes to Veteran's Center for Job-Interviewing Vets
- Cell Phone Collection for Military
- Pop Top Collection for Ronald McDonald House
- Children's Book Drive – UF Pediatric Clinics

(Goal 8, 2011)

**UF Innovation Academy (IA)**
The OUR has played an important role in planning and implementing the new Innovation Academy enrollment model. OUR staff has assisted in all phases of the startup of the IA program, including editing communications with IA prospective students, newly admitted students and their parents, and the campus community. We have also actively participated in all aspects of planning for modification of systems and procedures to identify and track this cohort. We are assisting the IA director now with the final implementation of enrollment of these students and we anticipate that all necessary accommodations and procedures will be in place by fall term. (Goal 10, 2011)

The accomplishments below were achieved by Enterprise Systems’ (ES) and OUR staff members working collaboratively:

The identification of various cohorts of students became a pressing issue with the start of the UF Innovation Academy. OUR staff members worked closely with ES personnel to create a comprehensive system of cohort identifiers to be used to track IA students and to use the identifiers to regulate their registration. This system, though initially in use for IA students only, provides the structure for future tracking of any cohort of special program or unique group of students.

Another IA need resulted in ES and OUR personnel building an enhanced database with a unique table of majors for tracking IA students. Further system modifications for IA included modification of the Holds System to regulate registration and academic progress and the revision of the Transcript Remarks System to document participation in the program.

OUR/ES also modified the online Schedule of Courses’ Gordon Rule section to clarify the writing requirement and placed a clickable hyperlink for courses that have a writing requirement.

ES personnel worked closely with OUR data staff and completed multiple improvements to the Board of Governor’s files submission mechanisms to streamline the process and substantially improve the build and editing routines necessary to audit and upload the data.
OUR and ES staff updated all CLASR processes as a result of the legislative elimination of the College Level Academic Skills Requirement.

OUR created a new report for financial aid to comply with a rule prohibiting the award and disbursement of aid for courses that are repeated by students. OUR staff has made progress in collaborating with academic advisors and ES personnel to identify what functional development is needed to permit students’ initiated online drop requests via ISIS to their college. Completion of the project is awaiting dedicated ES resources. (Goal 9, 2011)

Our records team members collaborated with ES personnel and added a view of deficit points to the Unofficial Transcript in Student ISIS.

OUR athletic certification staff defined needed improvements to the athletic data system that improved the efficiency of certifying athletic academic eligibility to the National Collegiate Athletic Association. Enhancements included the ability to track double majors, total hours earned, and to distinguish students who had exhausted their eligibility to compete.

The temporary placeholders utilized by UF student records system for Social Security Numbers had to be identified and removed due to the new issuance of previously unused number sequences by the US Social Security Administration. It was decided that OUR/Admissions would not create any additional temporary numbers to prevent social security number errors and conflicts when reporting data to the Board of Governors. As a result of this decision, all current temporary SSN numbers were removed from our system and new reporting identifiers were created instead.

A new state mandate for promoting transient student activity between state postsecondary institutions resulted in a need for modification of the faster system of electronic records transfer. OUR and ES staff collaborated to complete the complex systems changes and upgrades to assure the academic records transfer between institutions worked seamlessly. It is a point of pride that the UF team was the first in the state to meet this requirement.
Excess Hours Online Tools
For the new academic year, the OUR will provide a new online tool to students, advisors, and staff who are navigating the new Excess Hours requirement. This will include new policy information online, new information on students’ degree audits, as well as a new ISIS Admin screen to better display the status of an individual student.

Professional Development
The Office of the University Registrar relies upon and values its employees. The office strives to provide employees with opportunities to succeed, excel, and grow in their lives and work. This year, the OUR will streamline the employee onboarding process, begin new staff mentoring activities, and create weekly training sessions as opportunities to expand and deepen staff knowledge.

Customer Service Enhancements
Communication is a central value in the Office of the University Registrar. To continue to enhance OUR communications with customers, the Registrar’s Office will upgrade to a new phone system, allowing for more accurate tracking, reporting, and significantly faster responsiveness to the needs of the university community. Additionally, staff will record short explanatory videos to go out on the Registrar’s YouTube channel, expanding our social media presence.

Innovation Academy
A major emphasis will be placed on the creation and implementation of support services for the Innovation Academy. New processes will be created to allow registration, recording, and tracking of students in IA. The Registrar’s Office will continue to be proactive in its work, ensuring a seamless experience for all IA students.

Meeting Budget Challenges
The new academic year will bring budget reductions and provide new challenges for the Office of the University Registrar. New challenges will bring new solutions. The OUR goal is to continue to envision and implement new ideas to streamline processes, and conserve resources.

Automated Online Change of Grade
The Office of the University Registrar manually processed over 12,000 paper grade change forms in 2011. For the upcoming year, the OUR will create a new online workflow that starts with the instructor, goes through department and college offices, and automatically processes in the Registrar’s Office. This new system will save significant amounts of time across campus and allow for smoother, more transparent, updating.

State Reporting Enhancements
The OUR will improve the system of reporting degrees and certificates awarded by the University of Florida to the Florida State Board of Governors. Streamlining the source information by pulling data from final certification lists instead of degree application files, will increase the accuracy of the data. It will also allow for reporting new certificate programs and special programs that do not follow the standard degree certification process.
**Goal 8**

**Certificate Automation**
During the 2012-2013 academic year, the OUR and ES resources will create a new online system to award program certificates. This will automate the student application, program approval, and recording processes. The new system will reduce the manual work required and improve students’ experience by allowing them to better track their progress.

**Goal 9**

**Creation of System to Annotate Records with “Full Time By Exception” Remarks**
The OUR will complete a new computer program designed to post over 2,700 full-time enrollment exceptions each summer. This will automate a process that is currently done manually, consuming over 80 hours to complete each year. The new program will also drastically reduce the time students must wait for the OUR to post and to report accurate enrollment information to the National Student Clearinghouse.

**Goal 10**

**Upgrade Curriculum Processes**
The Office of the University Registrar will support the University Curriculum Committee’s initiative to streamline request and approval procedures. OUR staff will collaborate with the approval website team to simplify and improve the process for all users of the system. Changes to the website will simplify the request process and improve the tracking of actions made by the UCC.

**Goal 11**

**SACS Participation in Divisional and Office Assessment**
The OUR will document its contributions to the effectiveness of UF as part of the Enrollment Management Services Division. This documentation will be provided to the Southern Association of College and Schools Commission on Colleges. As a non-academic unit, the division will articulate its administrative support services, academic and student support services, assessment of service delivery, and oversight of the division’s effectiveness process.

**Goal 12**

**Complete the Digitalization of all UF Academic Catalogs**
This project will publish catalogs from 1905 through the present day online and include a searchable by text feature that will make this new data resource very user friendly. One very positive result of this resource will be that former students needing past course descriptions can easily find them, even for courses not taught in decades.
“Thank you so much for all of your help... please pass this on to all the wonderful people in the Registrar’s Office who made my job so much easier.”