2021-2022
Unit Annual Report
Division of Academic Affairs
Unit: Registrar's Office

I   Mission and Goal/Outcomes Statement:
Provide overall Mission/Goal Statement for your unit.
As a member of Academic Affairs, the Registrar's Office's primary mission is to support the education of Fitchburg State University students and to protect the integrity of the Fitchburg State University degree. The Registrar's Office is responsible for maintaining the accuracy and integrity of all student academic records, for both graduate and undergraduate students, including, but not limited to, registration, transcripts, enrollment statistics and verifications, major/minor changes, veteran status and support, degree evaluations, transfer course equivalencies and clearing students for graduation and awarding degrees. Located in the Anthony building, the constituents served by this office are students, faculty and staff.

II   Personnel:
List all staff and note all personnel changes that occurred during 21-22.

Name	Position
Barbara Cormier*	University Registrar
Jennifer Jimenez	Assistant Registrar
Victoria Kastal	Administrative Assistant II
Mark LeBlanc	Senior Associate Registrar
Hunter Seabrook**	Administrative Assistant II
Tammy Soucie-Burke	Assistant Registrar
Christine Sprague	Clerk (non-benefitted)
Alyssa Stevens **	Administrative Assistant II

  * hired in July 2021
** hired in August 2021

III   Facilities/Equipment:
List any new facilities/equipment/software etc. acquired during 21-22.

N/A

IV   Budget Expenditure Analysis:
Was the budget expended as planned? Were additions/changes made, and if so, explain.

Yes.

V   Programs/Activities:
List major campus activities, events etc. that the office participated in/supported; committees served; community outreach; etc. List events provided to current and prospective students. Also, provide professional development of all staff.

- Event participation/attendance
  - December
- Presentations at orientation for Web4 and Degree Works
- Mark and Barbara attended Data Conference 5/2022; Mark presented at conference
- Registration assistance
  - International students registration event
  - Early College registration event
  - Orientation
- Committee participation
  - AUC – Curriculum Committee – Barbara
  - Commencement Committee – Mark and Barbara
  - Data Integrity Committee - Mark
  - OER Course Marking committee – Mark and Barbara
  - Search Committee: Administrative Assistant II (2 positions) – Mark and Barbara
  - Search Committee: SGOCE Director of Operations - Jennifer
  - Search Committee: Student Accounts Assistant Director - Tammy
  - Search Committee: Student Accounts Director – Tammy
  - Search Committee: University Registrar - Mark
  - Student Success Task Force: Policy Review committee – Barbara
  - Student Transfer Task Force – Barbara
  - Veteran Advisory Group – Jennifer
- Professional Development
  - VA Once and other veteran-related responsibilities – Jennifer
  - EMS Upgrade: Accruent Academy – Tammy
  - National Student Clearinghouse webinars - Alyssa

VI   Action Plan for 2021-22:
(Insert your 21-22 Action Plan from last years report)

1. Training a new Registrar: This is a big initiative. It is going to take a full year and possibly beyond to get them up to speed.
2. Implementing new General Education: The shell of this will be up by June, but it will be a continuous project as additional courses go through governance next year.
3. Implementing the new General Education for Transfer Students: There was a one year delay on the new General Education curriculum for transfer students. This will need to be scribed in degree works once it is decided what their Gen Ed curriculum will look like.
4. Ready to pivot if COVID19 calls for social distancing: If distancing is mandated, schedule modalities will need to be changed and classrooms will need to be rescheduled.
5. Banner 9 SSB implementation: The new version of student self-service will be rolled out in FY22. There is much testing that needs to happen before this can take place.
6. EMS: There is a new version of EMS being rolled out in FY22 that will take time to test.
7. Parchment: Parchment has purchased Credentials and there will be a new version of the transcript web application that will be rolled out in FY22
8. New part time Transfer position: This position will be vital to approve in FY22 as the transcript population grows.

9. Veterans: Things are becoming more complicated with the enrollment certification process for our Veteran student population. New software has been rolled out and new requirements for the certification process are constant. We need to be ready to support this area. It has grown from 10% of someone's job to 30% and as the population continues to grow, this could be something the University is going to have to look at. Should a Veterans center be established with a full time person that does everything for the veteran student?

10: Graduation: The graduate population continues to grow each year with the accelerated programs. Graduation clearance is becoming so big, the university will need to assess whether or not we will be able to sustain the process of graduate clearance with the current staffing we have. These accelerated programs have been in place for 5 years and the staffing needs have never been reviewed

11. Dynamic Forms: Although we have had success with a few forms, we have a ways to go to have all of our forms up and running in dynamic forms.

12. Petition form: This form may need to be broken down into a variety of forms (i.e. university policy petition or department policy petition). It is too complicated in its current state to use dynamic forms.

13. Pre-registration: This is the 6th year that we are preregistering incoming freshmen and the 4th year we are doing full schedules. The majority of this work will take place in June.

VII   Assessment Report for 2021-22

Were the Action Plan objectives met? ***Provide in list or table format that parallels item VI above.***

1. Train new registrar: Training is ongoing and really requires at least a year to see a full cycle of responsibilities

2. Implementing new General Education: New courses have come through governance for this year. The appropriate course attributes will be added over the summer

3. Implementing the new General Education for transfer students: Programming in Degree Works has been completed for the transfer students with appropriate requirements in the General Education program based on the number of credits transferred. The Registrar's Office collaborated with IT to automate the process between Banner and Degree Works. It is dynamic enough that students that transfer in courses from multiple institutions over time, Degree Works will update requirements as appropriate. This includes the FYE requirement/Transfer Student Experience (TSE). Ultimately it was decided that the Transfer Student Experience would be managed through Banner to allow the completion of the TSE to be entered into Banner and fed automatically to Degree Works thereby removing the manual management from the Registrar's Office.

4. Ready to pivot if COVID19 calls for social distancing: The Registrar's Office is prepared to offer services fully online should the need arise again.

5. Banner 9 SSB Implementation: This is still in process and has not yet been implemented. If approved, the implementation of registration software (College Scheduler) will negate the need for urgency in implementing SSB9, though won't eliminate it.

6. EMS: Upgrade was tested and implemented. To stay on top of the new functionality, training continues in Accruent Academy

7. Parchment: Parchment merged with Credential Solutions resulting in a significant overhaul to their web user interface. Training through Parchment was done through online tutorials.

8. New part-time transfer position: A temporary employee was hired to support the office in the data entry of incoming transcripts until a full-time position was hired in August 2021.
9. Veterans: Enrollment in the veteran population is down from previous years but the work involved in supporting the veterans has increase significantly. As previously suggested, it makes sense to consider a veteran's center with a full-time person focused on all aspects of veteran support. Not only would it relieve most of the increasing responsibility in the Registrar's Office (our office would likely still play a significant role in providing the catalog to the VA), but with the rules and requirements constantly changing, a dedicated veterans specialist would better be able to keep on top of the changes.
10. Graduation: Since 2017 the number of students graduating from our graduate programs has grown 277% (385 graduates in 2017 to 1068 graduates in 2022 – 18% in the last year alone.) With additional programs being added in Fall 2022 and enrollment continuing to increase, close attention is being paid to the division of labor in the Registrar's Office to still allow for a reasonable response time. If enrollment continues to increase at the same rate, that alone will not be enough – adding a staff member will need to be considered.
11. Dynamic Forms: Many new forms have been built in Dynamic Forms this year. Several more have been built and are pending connection to Extender before going live. Still others are under construction now.
12. Petition Form: The petition form will be phased out as more Dynamic Forms are built however that is unlikely to happen within the next academic year.
13. Pre-Registration: This work is currently underway for Fall 2022 first-time admits. All four members of the leadership team in the Registrar's Office oversee this process. It will be important to look at this process in the coming year. Again if approved, implementation of College Scheduler would help significantly in this process.

VIII   Other Accomplishments:
List accomplishments not already captured above.

1. Transfer credit evaluation process has been updated to accept all college-level credits rather than only those appropriate to the student's currently declared degree program.
2. Developed a new process in collaboration with AUC and Grad Council by which non-substantive curriculum changes to courses can be submitted directly to the Registrar's Office via a Dynamic Form. This allowed the office to process requests earlier in the year thereby reducing the number of changes to be implemented over the summer.
3. Worked in collaboration with Marketing to update the Registrar's webpage for ease of finding information to support faculty, staff, students, alumni, and perspective students. This work is ongoing.
4. Working in collaboration with Human Resources, Institutional Resources, and the Deans on Faculty Load and Compensation (FLAC)

IX   Action Plan 2022-2023:

Planned Initiatives for 2022-23 Add more rows as needed	Associated Strategic Plan Goal & Strategy	Indicate if a DEI initiative

	Goal # followed by Strategy # ex: 3.2	
Faculty Load and Compensation (FLAC)	4.7, 6.1, 6.6	
Dynamic Forms	2.2, 2.4, 4.7	
Registrar Webpage	2.2, 2.4	
OER Course Marking	2.1	X
Registrar Office process calendar	2.2, 2.4	
Transfer review and communication	2.4	
Development and Implementation of Registrar FAQ page	2.2, 2.4	
College Scheduler	2.1, 2.2, 2.4, 4.4, 4.7	

Updates to the Action Plan may be submitted via a revised Annual Report.

X   Reflection:
Take this section to reflect on--

1)   Initiatives that you may be considering for 22-23 academic year that you did not already capture above.

Pursue the approval to purchase and implement Curriculog and ultimately the Registrar's Office assuming responsibility for the undergraduate and graduate catalogs.

2.)   Anything else not captured in this report that you would like to share.

With half of the Registrar's Office staff being new or new to their role in the last year, there has been a lot of transition. With that transition, there has been a lot of review of processes and efforts to increase efficiency. Continuous improvement is central to every process review and will continue to be a key component in all decisions relating to support services for all populations that the Registrar's Office supports including but not limited to faculty, staff, students, prospective students and alumni.