The Registrar and Service: Are We Organized Correctly

The Registrar Forum at AACRAO Tech

Saturday, June 30, 2012
4:00pm – 5:30pm
Quick Facts on UW-Madison

- Founded in 1848
- Total Research Expenditures: #3
- Total Students: 42,441
  - Undergraduate (28,737)
  - Graduate (9,251)
  - Professional (2,823)
  - Specials (1,630)
- Total Schools and Colleges: 13
- Number of Degrees Awarded Annually: 10,099
Overview

- The history of the Registrar’s Office
  - The Scribal Ages
  - The Technocratic Years
- The world we live in…
- The next generation…
  - Where are we going?
  - Who will get us there?
The 1940's....
The Scribal Ages

- What was our role?
  - We were the recorders
  - Data collection center
- Paper, paper, and more paper
- How did campus see us?
  - Gatekeeper to the student record
  - An intake office
The Scribal Ages

- What type of employees did we have?
  - Large staffs
  - High level of accuracy
  - Extreme attention to detail
  - Generally female
  - Typists
The Scribal Ages

- How were we organized?
  - Top down organizational style
  - Units were split by current semester vs past semester
  - Very functional based
  - Large groups of processors
  - Temporary staff brought in to work major events
    - Registration
    - Grading
The 1980’s…
The “Technocratic” Years

- **Phase I**
  - A move from paper to mainframes

- **Phase II**
  - A transformation to massive Enterprise Resource Planning (ERP) systems
  - Document imaging systems
Phase I... The Mainframe
Phase II … The ERP
The “Technocratic” Years

- What was our role?
  - Subject matter experts
  - Implementation teams
  - Data repository
  - Training staff

- How did campus see us?
  - Scene on campus as “technocrats”
  - Administrators
  - Villains?????
The “Technocratic” Years

- How were our employees comprised?
  - Less need for processors and more for analysts
  - Functional experts
  - More reactive than proactive
  - The beginning of a movement towards hiring more technical staff
The “Technocratic” Years

- How were we organized?
  - Grouped staff by module
    - Records
    - Registration/Enrollment
    - Transcript processing
  - Classified staff by task
    - Registration clerks
    - Transcript processor
The “Technocratic” Years

- What challenges did this create for our leaders?
  - Staff with skill sets that didn’t meet the demand
  - Implementations of ERPs were not easy for campus
    - Resources were moved to projects
  - We developed new vocabulary for our campus
  - Great effort training campus
  - It was perceived technology drove policy
The Campus Community

- Faculty
- Advisors
- Enrollment Mgt.
- Students
- External Const.
- School/College Staff

Registrar
Challenges Today

- Changing landscape of higher education
  - Obama initiatives, accountability
  - Tuition, costs and state government
  - Redefining “credit” and capturing what students learn
- Perceived as administrators with unknown value
- A student that doesn’t think in fragments
- A student life-cycle that is compartmentalized
- A growing expectation for our applications to be smart
2012 and Beyond...
And in the not so distant future to be a national leader we must provide...

- Our “customers” can get access to our services without us...
- A customizable their own world...
- Access to information that empowers decision making and enables an agile responsiveness to technological changes and “customer” expectations
The Future State

Compliance & Policy

Technology

Communication

Services
Technology

- Data-Driven decisions
  - Partner to deliver data to support decision making
- Data Management
  - Integration of information
  - Data integrity management
- Architecture of data and systems
  - Enterprise Business Objects (EBOs)
  - Service Oriented Architecture (SOA)
Technology

- What do we do with these ERPs?
- Development of “smart” applications
- Creating a 21st century user experience
- Technological competencies are a requirement for all employees
  - Training in query-writing
  - Training in statistical analysis
Compliance and Policy

- Ever changing Department of Education regulations
  - Higher Education Opportunity Act (HEOA)
  - How does this influence policy?
- Accountability over privacy
  - New FERPA regulations
  - State Longitudinal Data Systems
- Compliance requirements from various agencies
  - Department of Defense
  - Department of Veterans Affairs
  - Department of Education
Communication

- Promote yourself when you are “invisible”
- Create an awareness of the value you provide to campus
- Develop an over arching communication strategy for office
  - Each area can adopt for their specific message
  - Look and feel
  - Tone
  - Content management
- Adopt new communication channels
  - Social Media
Student Services - Functions

- Manage enrollment system/schedule of classes
- Manage student records
- Produce official transcripts
- Provide services for veterans and residence for tuition purposes
- Provide enrollment & GPA verification
- View dean’s list on registrar webpage
- Certify student athletes
Academic Services - Functions

• Interpreting policy as it relates to exceptions
• Curricular Services
  • Maintaining catalog
• Classroom scheduling
• Early intervention and retention
Services

- Must be proactive, instead of reactive
- Customer focused, smart applications
- Outreach expectations which are engaging and very high touch
  - Communication
- Support the teaching and learning mission
The Future Organization

- Customer focused instead of function based
  - Academic Services (school/college)
  - Student Services
  - Data and Information services
  - Compliance and Communication services

- Understand and evaluate core services as it relates to student-life cycle
  - Where does consolidation make sense
  - Where does outsourcing make sense
The Future Organization (cont’)

- Data stewards instead of data guards
  - Data mining
  - Data providing
  - Learning analytics
- High focus on curriculum management and support of teaching and learning mission
  - Partner and collaborate with faculty
  - Engage with curriculum committees
"If the future is to remain open and free, we need people who can tolerate the unknown, who will not need the support of completely worked out systems or traditional blueprints from the past."

—Margaret Mead  Anthropologist  (1901-1978)
Creating a Vision for the Registrar

- How should we be seen on campus?
  - Creative thinkers
  - Collaborative and service oriented
  - Student oriented
  - Respectful and trusting
  - University-centric
  - Technologically savvy
  - Risk takers and strategic doers
  - Ethical
  - Fun and Spirited
Who Will Get Us There?

- Begin to develop new position descriptions
- Develop, mentor, and train current staff
- Employees with specific core competencies
  - Adaptability
  - Agility
  - Analytical – data focused
  - Flexible
  - Reliable
  - Strong interpersonal and communication skills
  - Technically fluent
Questions?

Thank You!

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