Office of the Registrar

Strategic Plan



2017 – 2020

**Introduction**

The Office of the Registrar at K-State was formally organized and labeled as such in 1913, with duties and responsibilities dating to 1863. From the beginning, we became the official keeper of all academic records and transcripts. Our most important role being maintenance of the integrity of the academic record—all tasks and functions of the office are related to fulfilling that purpose. The tools and technologies used to fulfill that purpose have evolved and transformed over time—hand-written transcripts created first on age-defined parchment with pen and ink, to entirely machine digitized in sophisticated SIS, capable of being fully transmitted electronically and securely from one computer to another anywhere in the world any time. Thus, over the past 100 plus years, and going forward, the office continuously is of service to all current and former students, faculty, and staff at K-State, as well as innumerable external constituencies.

So, given the high-tech and service advances that are the context within which the duties and responsibilities of the Office of the Registrar are conducted, and delivered, what then lies in the future for the Office of the Registrar, and how do we prepare for it? Certainly, our preparation is being determined in part by us now, just as it has been by our predecessors, and will be by our successors—we must always play a major role in shaping the destiny of our office, which means that we must always think and act strategically in all that we undertake as an office.

Among our current challenges are: 1) prohibitors to filling all positions, leaving some vacant, which then results in workload increases for several if not all remaining staff; 2) assuming responsibility for additional projects without adequate staff support to perform all other current duties either as needed or expected; and, 3) maintaining a work environment that consistently is affirmative, positive, and adequately if not fully resourced. These challenges probably will persist because the state of Kansas currently is fiscally distressed, continuing to reduce its legislative budget allocation to higher education. That trend is troubling—as we approach FY’s 2018 and 2019, we are forewarned of potentially permanent budget cuts of 5%, and 5% respectively. Should that occur, we may be totally reliant on our local revenue generating account for the payment of virtually all office operating expenses, plus some permanent salaries not funded by the state. That scenario is not sustainable. To prevent a budgetary fiscal collapse from occurring, and to begin to resolve the challenges cited above, each will require creative, difficult, strategic and thoughtful action routinely, by all of us in the Office of the Registrar.

To guide and direct us then, our focus must align with the three pronged purpose of this strategic plan: 1) set direction and priorities; 2) clarify decision making; and 3) communicate the message/direction. These three purposes will shape our decisions relative to personnel hiring and staffing, office organization, technology support, professional development, and core mission performance. To fulfill these purposes then, we must be empowered professionally to think, plan, and act collaboratively and strategically as we redefine and perform the requisite duties and responsibilities of the Office of the Registrar at K-State over the course of the next triad, 2017—2020.

**Purpose of the Strategic Plan**

1. Set direction and priorities
2. Clarify decision making
3. Communicate the message/direction

**Guiding Principles for the Office of the Registrar**

* Be a leader in the development of campus systems that tie the academic and administrative functions together in the quest for academic excellence.
* Validate the data that is flowing into and out of the system to ensure the utmost integrity thereof.
* Be a knowledge resource to all the system users of student information.
* Develop a deeper, communication-based relationship with our constituents.
* Enhance staff skills through professional development opportunities.
* Provide a work environment that encourages staff development and growth; fosters a sense of community and caring; accommodates changing business needs with physical space and ergonomics in mind; and promotes friendliness, collegiality, and an appreciation for one another.

**Mission, Visionary Goal, Role and Core Values**

**Kansas State University Mission**

The mission of Kansas State University is to foster excellent teaching, research, and service that develop a highly skilled and educated citizenry necessary to advancing the well-being of Kansas, the nation, and the international community. The university embraces diversity, encourages engagement, and is committed to the discovery of knowledge, the education of undergraduate and graduate students, and improvement in the quality of life and standard of living of those we serve.

**Kansas State University Visionary Goal**

By 2025, Kansas State University will be recognized as one of the nation’s Top 50 Public Research Universities.

**Office of the Registrar Mission**

Our mission is to provide services to all University stakeholders in support of the institutional mission. As the official purveyor of student academic information, the integrity of all student records is maintained from the time of matriculation to beyond graduation as enrollment continues as part of the lifelong learning process.

**Office of the Registrar Visionary Goal**

In support of the University Visionary Goal, be recognized as a model for cutting edge solutions, influential collaboration, dynamic service, and professionalism.

**Office of the Registrar Role and Core Values**

To provide the expertise in the maintenance of student records and educational data in order to aid the academic community in its decision-making responsibilities, ensure the integrity of the data and assist stakeholders in the legitimate use of said data.

Kansas State University Office of the Registrar is committed to the following Core Values:

***Customer Service***

 *to understand and fulfill the needs of our clients in a sincere manner;*

*I****ntegrity***

*to display a quality of character with values of honesty, consistency and ethical principles;*

***Accuracy***

*to adhere to a condition of precision through attention to detail;*

***Confidentiality***

*to observe the legal obligations of privacy law in the context of ethical principle;*

***Communication***

*to disseminate appropriate information quickly and broadly and to always be listening and attuned to the information being conveyed to us;*

***Professionalism***

*to comport ourselves in a manner consistent with the highest expectations of our profession.*

**Strategic Plan Goals**

1. **Ensure Integrity of Student Academic Records**
	1. All areas of the office will have documentation of relevant policies and procedures.
	2. OOTR will use published retention schedule on the OOTR website, based on university, state, and AACRAO recommendations for Records Retention.
	3. All OOTR staff will be knowledgeable of FERPA by completing the online, annual FERPA Self-Assessment.
	4. Conduct a review of staff access annually and make necessary changes.
2. **Provide Academic/Educational Opportunities that Contribute to Student Learning, Leadership, and Critical Thinking**
	1. Identify ways to improve OOTR website.
	2. Devise a method to engage and show students ‘how-to’ perform tasks rather than simply answering questions.
	3. OOTR conducts student surveys to identify areas where improvements for services/communications are needed.
3. **Satisfy Stakeholders’ Needs by Developing a Deeper, Communication-Based Relationship**
	1. Identify external and internal stakeholders to facilitate effective communication.
	2. Disseminate information to key stakeholders.
		1. Newsletter
		2. Website
		3. Face to face meetings
		4. Annual Report
		5. Email
		6. OOTR Listserv
		7. Chat line
		8. Social Media
	3. Communicate with students using
		1. Mass emails
		2. Surveys
		3. You-Tube videos/Digital Signage
		4. Website
		5. Social media
	4. Establish regular internal communication with OOTR staff
	5. Each OOTR functional area conducts and/or attends meetings to exchange information with colleges/departments.
	6. Train internal/external stakeholders on system functions/processes
4. **Enable OOTR Employees to Excel**
	1. Invest in staff. Provide appropriate office equipment to perform daily tasks.
	2. Inform staff during the decision-making process regarding potential significant changes to their specific duties, position descriptions and/or organizational changes.
	3. Stimulate constructive feedback/ideas from staff, e.g., through suggestion form, AOSM, or directly to supervisor.
	4. Invest in staff by providing support of personal and professional development opportunities.
	5. Require every new employee to go through the “New Employee Orientation” process.
	6. Promote an OOTR recognition program.
	7. Develop staff knowledge of the purpose of the various technology systems in which members of OOTR work.
		1. KSIS
		2. Parchment
		3. DARS
		4. Imaging
		5. Curriculog
		6. Acalog
	8. Staff will have a comfortable, ergonomically correct work space.
	9. Promote a work culture that encourages collaboration.
5. **Adjust the Management Direction in Response to a Changing Environment**
	1. Identify alternative revenue sources or savings to assist the University Registrar in managing operations.
	2. Align functional operations to financial/personnel resources and continue to maintain **essential baseline services**, as needed (alpha-order)
		1. Athletic Eligibility
		2. Catalog/Course & Curriculum Management
		3. Customer Service
		4. Degree Audit
		5. Diplomas/Graduation
		6. Enrollment
		7. Student Records Maintenance
		8. Student Systems Support
		9. Transcripts