

Registrar's Office Triennial Assessment – August 2018

This will be the first time the Registrar's Office is completing a Triennial Assessment. This assessment follows the guidelines put forth by the assessment committee. All information in this assessment will be used as the baseline for improvement over the next three years.

Criterion One: Mission

1-A - The institution's mission is broadly understood within the institution and guides its operations. The staff of this office know the mission and it influences their work.

The mission of Central Christian College of Kansas is to provide a Christ-Centered education for character. The role of the Registrar's Office is to support this mission by providing services to faculty, staff, and students for retaining records, providing registration opportunities, and allowing and controlling access to maintained records. No educational institution can offer a program without keeping records and finding a means by which to place students into their classes and programs.

1A1 – The existence and function of this office are consistent with its stated mission.

The Registrar's Office functions as an organizing force, ensuring that the policies and procedures put forth by the faculty and administration of the college are carried out. This translates into the following responsibilities for the Registrar staff: [\[in progress: Registrar Office Policies and Procedure Manual\]](#)

1. Create the Academic Calendar each year
2. Set up the course offering in the computer system for each semester
3. Control access to registration for faculty and students
4. Maintain academic records both in physical and electronic form, keeping with current privacy policies
5. Evaluate and apply transfer credits to student records
6. Maintain degree audits and master course information, including pre-requisite and co-requisite information, in the computer system
7. Ensure FERPA training and compliance campus-wide
8. Compile census reports for use in all manners of required reporting
9. Participate in policy-making committees to learn and influence the current policies and desires of administration and faculty
10. Interpret policies to place them into action
11. Support academic advisors and students with understanding current program and degree requirements
12. Linking students to proper advisors for support during their program
13. Assist with athletic eligibility
14. Provide data for use in departmental reports, academic awards, etc.
15. Keep up-to-date on current policies and trends concerning student records
16. Provide access to student records for students and other approved persons

17. Conferring and verifying degrees

1A2 – The office’s planning and budgeting priorities align with and support the mission of the college.

The Registrar’s Office currently does not maintain its own budget. Budgeting is done under the auspices of the Academic Department, of which the Registrar is a subset. The department works closely with the Executive Assistant to the Provost to ensure that all budget needs are met and that all expenditures are approved and in line with operational needs. There is room for improvement in this area as certain financial needs tend to occur during low-budget months. More advanced planning is necessary to make sure necessary supplies are available all year.

One example of need for improvement is in maintaining supplies of paper and diploma envelopes. This year, both supplies have run short following graduation. Had the office planned ahead, the needed supplies would be in stock and available for use during the summer months, when spending is not allowed. Once the supply has been restocked, the Registrar’s Office will maintain an ordering schedule that allows for replenishing common supplies during approved spending periods.

One example of positive budgeting practice is in graduation planning. The graduation budgets are set at a level that allows for all expenses to be covered. Each year, the Registrar’s Office creates an expense record for graduation to allow for planning the following year’s budget needs. [See [Graduation Budget Appendix A](#)]

1B1 – The office clearly articulates its mission/purpose through one or more public documents, such as statements of purpose, visions, values, goals, plans, or institutional priorities.

The Registrar’s Office clearly articulates a mission statement through one or more public documents. This can be seen both on the college website and in the catalog. Recently, the Registrar’s Office published its own section on the website. This webpage details the purpose of the office and the services provided and cost of services. See <http://www.centralchristian.edu/registrar> for reference. Improvement and revision are planned for the website pages to make sure they are accurate and up-to-date at all times.

The catalog pages devoted to the Registrar’s Office are spread out in a couple of sections. While no exact catalog page is dedicated solely to the Registrar’s Office, the transfer section and the Academics Sections are maintained by and contain content regarding Registrar Office responsibilities. It is not currently a goal to be more concise in the catalog because the information makes more sense in the way it is currently listed.

1C2 – The processes and activities of the office reflect attention to human diversity as appropriate within its mission and for the constituencies it serves.

The Registrar’s Office treats each individual with respect as children of God. The staff ensures that diversity does not impact the services offered. If a student is having trouble with access to or knowledge of how to navigate a computer system, the staff works with them to find a way to make the process work. The established processes and procedures will not work for every individual person seeking registrar services. Therefore, adjustments to processes are established on a case-by-case basis.

The registrar staff is also committed to creating a safe space for students, faculty, and staff by creating a welcoming environment with an active listening approach to all interactions.

One area of concern is with students or other customers who do not have their own access to a computer. The office desires to make access to electronic resources available on site instead of needing to send students to another location. Inquiries have been made on how to accomplish this task, but due to personnel, supply, and budgetary constraints, this has yet to occur. Efforts will be made during the next three years to establish a student access point in the office.

1D3 – The office engages with appropriate community needs and responds to their needs as its mission and capacity allow.

According to AACRAO's publication "The Registrar's Guide: Evolving Best Practices in Records and Registration", customer service is paramount to the registrar's office purpose and mission. The registrar's office functions as a resource to academic records, registration policies, and academic requirements. In the past, all of this data was published in a paper catalog and all transcript services were manual. Since the community has evolved to expecting electronic resources, the registrar's office has endeavored to provide these resources. A registrar page now exists on the school's website with information that was not readily available to the public in the past, such as course offerings, academic schedules, forms, graduation data, and links to order transcripts. Transcript ordering is also now fully electronic. Transcripts can be ordered 24/7 and will be processed within one – two business days on average.

Often, government entities, employers, and other schools will want data on student enrollment, records, and degree information. The Registrar's Office has partnered with National Student Clearinghouse to offer education verifications electronically without the need of staff intervention. [<http://nscverifications.org/welcome-to-verification-services/>] This means that these constituents no longer have to be able to reach one of the staff members to obtain their data. If the information is in the Clearinghouse system, they can get a response near instantaneously. Policies are also in place for allowing record disclosure to authorized individuals upon request and with proper identification and releases. [Registrar manual (in progress)]

Criterion Two: Integrity: Ethical and Responsible Conduct

2A – The office operates with integrity following established policies and processes for fair and ethical behavior on the part of its staff and operations.

Honesty and integrity are at the core of registrar functions. The purpose of the office is to create and enforce policies that protect the accuracy and integrity of student records. Processes are created and updated by the Registrar that aligns with these policies. Examples of these include controlling access to the ability to alter the student record, controlling the process to update names in the student database, limiting access and controlling the process for grade entry and updates in the student database, and maintaining accurate degree audits in the system for advisors and students to access. The registrar also controls release of transcript information in accordance with FERPA. Each of these processes protects the student record from fraudulent alterations that would reduce the integrity.

The registrar works with the IT department to control access to the student information system. Each employee who is given access is only allowed to view or change information that is necessary for their job duties. Access is evaluated on a continual basis and may be altered as needed. Both IT and the Registrar are working on ways to create set system roles that make assigning access more streamlined.

2B – The office presents itself clearly and completely to the public with regard to its programs, services, policies, costs, control and relationships.

The Registrar's Office presents itself to students and the public through various means. A Registrar webpage has been established to publish services offered. This page has links to services offered by the Registrar's Office, including course offerings, academic calendar, catalog, transcript ordering, VA certification, and graduation information. The Registrar's office staff also updates announcements and maintains an accurate course offering in the Student Portal. Email communications are sent out to current students each year regarding FERPA and any other important news, dates, or events concerning the Registrar's area of responsibility. Finally, the Registrar works in conjunction with the Provost's office to ensure that the catalog is up to date each year. The catalog and website offer pricing for registration, fees, and transcript costs.

Criterion Three: Teaching and Learning: Quality, Resources, and Support

3C1 – The office has sufficient numbers and continuity of staff to provide appropriate services.

The registrar staff is currently at optimal size for operations. The Registrar oversees the staff and operation of the office while also performing many of the tasks required of the office. The Assistant Registrar oversees and performs tasks related to online students and all VA certification and compliance. The clerk handles all customer care, transcript processing, and other administrative tasks. Finally, one student worker does most of the clerical duties of the office. This number has expanded from what it was in the past. With the addition of the Clerk position, the Registrar and Assistant Registrar now have more time to devote to policies and processes to improve the office, attend meetings and trainings, and ensure compliance with all college, local, state, and federal laws and regulations.

The office operates with efficiency on most data requests, processing of paperwork, transcripts, and tasks. As evidenced by a report pulled from Clearinghouse on transcript processing times, most transcript orders are fulfilled same day, with the average number of days between ordering and sending being 3.5. This does not take into account weekends, so longer processing time is most likely due to orders being placed on a Friday and processed the following Monday. The longest order processing times are related to holds that need to be rectified prior to the order being fulfilled. [[Appendix B: Transcript Order Report](#)]

3C2 – Staff members providing student support services, such as tutoring, financial aid advising, academic advising, and co-curricular activities, are appropriately qualified, trained, and supported in their professional development.

Both Registrar and Assistant Registrar have Master's degrees and years of experience in higher education. This is optimal for these positions as it ensures the scholarly nature, and academic knowledge necessary to perform the duties of the positions. According to AACRAO's "2018 Registrar Career Profile" report, 64% of survey respondents hold a Master's Degree. Hiring trends across the

United States typically want a Master's degree for the Registrar and at minimum a Bachelor's for the Assistant Registrar. No accrediting body has provided guidelines for qualifications for these positions, so industry standards are the benchmark to use.

Staff are evaluated annually according to institutional policy. A record of each evaluation is kept in their files. Each year, staff also perform a self-evaluation that is discussed during the annual review process.

The Registrar's Office is committed to professional development and furthering the knowledge of the department. Each year, the registrar staff attends the annual KACRAO conference, in which information is shared about current practices and policy changes. Also, the registrar's staff participates in a local registrar meeting group to discuss trends, policies, and practices of small Christian colleges and is subscribed to a list serve group that services a larger group of the same type to share ideas and practices. Finally, the registrar has created a committee dedicated to understanding and adapting the student information system used by all areas of the college. This group discusses processes and needs regarding the system and how to work together with the data it contains. The staff in the office itself follow the same principles by completing training, attending meetings, and reading research to stay updated on current trends in education that impact the work of the office. Recently, the registrar has obtained a membership to NACADA, a national advising association, in order to provide more advising resources to registrar staff and academic advisors.

3D4 – The office has the infrastructure and resources necessary to support its purpose.

Central Christian College of Kansas has been very good about making sure the Registrar's Office has the resources needed to perform its duties. Since 1993, a student information system has been available to store all student data. A vault is also available that houses all paper records from prior to the electronic database. Along with storage capacity, the registrar's office has access to computer equipment, a printer, scanner, and other office equipment necessary to perform job duties. Professional development, such as professional organizations, are made available along with the ability to attend conferences and meeting to support the mission of the office. Finally, new memberships, trainings, equipment, and other needs are always considered in alignment with needs and current budgets.

In the past few years, the Registrar's Office has added the following resources to support its function: electronic transcripts, in-house diploma printing software and supplies, electronic enrollment and degree verification, a student portal, online transfer equivalencies, and electronic degree audits. All of these resources put information readily at the fingertips of those who need them and who are authorized to access them. The software and supplies for these resources have been made available through the budgeting system. [[National Student Clearinghouse website](#), [TES website](#), [Diplomas on Demand website](#), [CAMS student portal](#)]

3E1 – Co-curricular programs, offered through this office, are suited to the institution's mission and contribute to the educational experience of its students.

The Registrar's Office does not currently engage in co-curricular activities. However, all services, such as providing transcripts for scholarships and athletic eligibility, reporting to NSLDS for loan servicing, providing guidance on degree requirements, offering registration services, directly contribute to the educational experience of the students. These services allow students to select courses for each

semester, stay on track to graduation, keep up with student loans, and enhance their ability to transfer to or from the institution.

3E2 – Any claims made by programs sponsored by this office are demonstrated (evidenced), such as, community engagement, service learning, religious or spiritual purpose, and development.

The Registrar's Office currently has no programs in which it sponsors. However, the office does claim that it will responsibly handle all student data in accordance with all college, local, state, and federal guidelines.

Criterion Four: Teaching and Learning: Evaluation and Improvement

4C – The office demonstrates a commitment to improvement through ongoing attention to retention, persistence, and completion rates in its degree and certificate programs.

The Registrar's Office engages in ongoing retention efforts by facilitating proper academic advising and accurate degree audit services in order for students to progress from matriculation to graduation in a reasonable amount of time. The Registrar's Office is responsible for assigning students to advisors. This is done in accordance with advisor availability and the student's department of study. Also, the registrar staff has current copies of all degree plans and access to registration in order to assist students with advising and registration of appropriate classes as needed. Each year, the registrar hosts training dedicated to ensuring advisors have all of the current information in order to properly advise students. Finally, the Registrar updates and maintains degree audits for every degree-seeking student that is accessible through the student and advisor portals. The registrar annually checks these electronic audits and adjusts them so they remain as accurate as possible, with special care given to those in their senior year.

As an additional resource to students, the Registrar is responsible to maintain an updated listing of all courses and degree requirements and to certify that all degrees are conferred in accordance with the correct degree plan and overarching school policies. To facilitate this, the registrar staff updates the database and catalog in conjunction with the Executive Assistant to the Provost each time changes are approved for courses, programs, and policies through the academic department or the Academic Affairs and Assessment Committee. The Registrar also counsels and assists in processing all substitutions and waivers requested for individual student degrees. New processes have been established to improve this operation. In the past, there did not appear to be solid paperwork to back up exceptions to policy and degree requirements. The registrar's office has created a series of forms to be processed for approval of every exception request. Having these forms completed and then approved by proper personnel or committees improves the integrity of the degrees awarded. Also, if ever called into question, evidence will exist as to why a certain exception was made. These forms include departmental substitutions and waivers, general education substitutions and waivers, and prerequisite overrides. The Registrar no longer allows word of mouth exceptions without supporting paperwork and approvals. This not only helps ensure the integrity of the degrees conferred, but also helps alleviate any confusion for other faculty, staff, and students.

Criterion Five: Resources, Planning and Institutional Effectiveness

5A1 – The office has the fiscal and human resources and physical and technological infrastructure sufficient to support its operations wherever and however programs are delivered.

In addition to the information supplied earlier in this report on resources and staffing, the Registrar's Office has made every effort to make resources available to all students regardless of location. This includes offering online transcript ordering, more robust website information, accurate student portal data and degree audits, and email and telephone access to staff to assist with questions. One staff member is dedicated to each of the college's schools so equal attention and resources are available to both online and traditional students.

5A4 – Office Staff are appropriately qualified and trained.

Both Registrar and Assistant Registrar have Master's degrees and years of experience in higher education. This is optimal for these positions as it ensures the scholarly nature, and academic knowledge necessary to perform the duties of the positions. According to AACRAO's "2018 Registrar Career Profile" report, 64% of survey respondents hold a Master's Degree. Hiring trends across the United States typically want a Master's degree for the Registrar and at minimum a Bachelor's for the Assistant Registrar. No accrediting body has provided guidelines for qualifications for these positions, so industry standards are the benchmark to use.

As stated earlier in this report, professional development and access to current trends are readily available and used by this office. This ensures that staff are appropriately trained on all aspects of their job. A manual is being produced to make sure that all policies and procedures are written out and can be learned by all staff.

5A5 – The office has a well-developed process in place for budgeting and for monitoring expense.

Currently, the Registrar's Office is not tracking its own budget, except for graduation expenses. The goal is for this office to better manage budgets and resources so services are not interrupted due to lack of planning.

5B1 – The governance and administrative structure of the office promotes effective leadership and supports collaborative processes that enable the institution to fulfill its mission. Administration, faculty, staff, and students are involved in setting policy and processes through effective structures for contribution and collaborative effort.

The Registrar is involved in many committees across areas of campus that influence operating procedures and policies. Two of the most important committees are the CAMS committee and the AAAC committee. No decision is made in a bubble. Any time a new policy needs to be set, registrar staff will research other institutions and reach out to those who are affected by the policy and will research what might work best. In some cases, a series of trial and error might take place where a new policy is implemented, and feedback is gathered to see if it works. If the feedback is positive, the policy

remains, and if it is negative, the policy is revised. Many times, registrar staff will create a survey and receive feedback from faculty before any changes are made.

Review processes are in place for many decisions that might affect the College as a whole. The academic calendar is one example of this. While the registrar is responsible for creating it, it must be reviewed and approved through the faculty and the President's Cabinet before it goes into effect. Other offices, such as Student Development, and Advancement also have a chance to review it and comment on any issue they might see. Often, the calendar will go through multiple revisions before it is finalized.

Beyond formal committees, the registrar is committed to open communication with administration, faculty, other staff, and students. Most often, the Registrar will query other offices regarding new ideas before even attempting to create a new policy or process. For instance, the registrar works closely with financial aid and the business office when updating tuition charges in the system each year. The goal is to make sure that all offices have the same figures and understand the cost structure and how the system will calculate it before it is made live. The figures are given to the offices from the committees who create them. Sometimes, the registrar has to give feedback to those groups regarding how the system can and cannot calculate the costs as desired. The collaboration goes both ways. Not only does the registrar rely on other constituents to implement policies, but the registrar is very involved in influencing policies and procedures of other offices where appropriate.

5C1 – The office allocates its resources in alignment with its purpose and priorities.

The Registrar's Office is very committed to being good stewards of its resources. The main resources of the office are the staff, supplies, and budget.

Staffing is assigned to projects that ensure they are done in an appropriate time. One staff member is dedicated to transcript processing as that is the most time sensitive of office projects. If that member is unavailable, other staff will step in and get that work done. Also, since there are two distinct schools which are divided by modality, the registrar and assistant registrar have divided the tasks for each in a manner that ensures all of the work needed for each group is accomplished in a timely manner. The Assistant Registrar handles the majority of the work for the online school, while the Registrar works with the traditional on-campus students. Both do the tasks of degree audits, responding to questions, and conferring degrees for their respective school. However, other tasks are split between the two. The Registrar processes all grades, creates all degree audits and course offerings, while the Assistant Registrar handles all VA benefits. The clerk is responsible for all front-line customer service, which allows the registrars to complete their tasks. The clerk also processes transcripts, completes enrollment letters, and other various clerical duties. This is supplemented by a student worker secretary who completes the tasks of scanning and filing all of the paperwork processed in the office.

The Registrar's Office uses many supplies to complete its workload. Computer ink, paper, software, graduation items, and IT Resources are the main supplies used. All supplies are ordered and used as budgets allow. Due to poor planning on the part of the office, transcript paper and diploma envelopes ran low right as spending was halted for the summer. Registrar staff located alternate supplies to use to get through this time until new supplies could be ordered. A new system is being implemented where these items will be ordered according to a schedule to ensure they are on hand as needed so supplies are never out of stock.

Any time a new purchase that was not in the budget is requested, it goes through approval by the Provost and finance offices before being purchased. The registrar staff are very cognizant of resources when asking for new supplies and only request those that will improve the functioning of the office. One example of this is a software subscription called TES by College Board. This software was not originally in the budget, but after careful review, it was determined that it would make transfer credit evaluations not only better for the registrar staff, but also for potential students. Other desired software for assisting in scheduling classroom space was evaluated by registrar staff and was determined to not be necessary even though it would have been nice to have. It wouldn't have solved any real crisis. Another solution was developed in-house that does what is needed to make that process better.

Finally, remaining in the budget is priority one for the office. A graduation budget is set each year and expenses are monitored to ensure that the budget is appropriate and that nothing is wasted. Also, each year, the number of participants is monitored and taken into account in order to acquire the proper amount of supplies. Graduation regalia, event programs, and food are all ordered based on the numbers that are participating and the RSVP list that is received.

5C2 – The office links its processes for assessment purpose, evaluation of operations, planning and budgeting.

Formal assessments need to be adopted for this office. Informally, all operations are evaluated and tweaked to ensure they are meeting the needs of the institution and the students it serves. Improvements in planning and budgeting are already in the works and a new budgeting plan is in the works. By the next Triennial Assessment budgets should be more easily evaluated.

5C3 – The planning process, used by the office, respects the institution as a whole and considers the perspectives of internal and external constituent groups.

As stated earlier, the registrar's office works well within the confines of the whole institution, often seeking collaboration and input from areas that have a stake in the operations of the office. The Registrar has multiple informal and formal connections among the college and utilizes these means to assess performance and needs. The Registrar's Office pays careful attention to the current trends in the industry as well, and prepares for any upcoming changes that might need to be made by pulling together all areas involved and creating a plan for implementation of any changes or new processes. One example of this is the implementation of GDPR compliance in gathering information. The Registrar pulled together a group of key members from around the college including admissions, alumni, IT, institutional research, financial aid, billing, and marketing to discuss how to put GDPR compliance into action. With a new information policy written by the Provost and a lot of help from the marketing/admissions personnel the college is almost fully compliant. [\[Appendix C: GDPR Privacy Policy\]](#)

5C4 – The office plans on the basis of a sound understanding of its current capacity. Institutional plans anticipate the possible impact of fluctuation in the institution's sources of revenue, such as enrollment, the economy, and state support.

The Registrar's Office is very aware of its capacity and that of the institution. Recent budgetary concerns have meant that the office was unable to procure supplies as needed. In respecting the

spending freeze, the office located alternate supplies to use until more could be ordered. There are so many shiny new technologies and programs that would be great to have. However, this is a smaller institution with a smaller budget. The Registrar's Office only asks for new technologies after determining that the institution as a whole would benefit from it. The staff in the registrar's office have found ways to make use of the resources at hand to the most efficiency. For instance, there is a very large desire school-wide to purchase a new Student Information System. The current one is functional but very outdated. The registrar's office tests different ways of using the current system to get what is needed. In doing so, they have found many methods to keep the workload at a manageable level while accomplishing what needs to be done.

Human capital is one of the most important resources at the college. The current staffing of the office is keeping it at optimal level. Priority is given to the tasks that require immediate attention, while other less immediate tasks are worked on as time allows. Should enrollment suddenly skyrocket, restructuring of the duties in the office would become necessary, but would still be manageable.

5C5 – Planning anticipates emerging factors, such as technology, demographic shifts, and globalization.

The Registrar's Office is always looking ahead to what is coming. A new student information system will be necessary as budget allows because of the shift in technology used by students. Also, electronic credentials are becoming more and more acceptable. This will mean finding ways of adopting that technology in the near future. In the past, the Registrar's Office adapted to the trend of electronic transcripts. In 2014, a new electronic transcript ordering and sending service was adopted. Last year, that system was replaced with a new one that better fit the needs of the office and students. Electronic transcript orders have continued to be popular with students and transcript orders are filled very quickly. [\[Appendix B: Transcript order report\]](#)

5D1 – The office develops and documents evidence of performance in its operations.

The Registrar's Office has never really tracked all areas of performance. This will be put into effect before the next evaluation of the office. Currently, the following are tracked: transcript orders and time to fulfill, number of students graduated each month, number of degree audits/plans completed, and data requests completed. The Registrar will begin working with the Office of Institutional Effectiveness to come up with solid analytics to better gauge performance.

5D2 – The office learns from its operational experience and applies that learning to improve its institutional effectiveness, capabilities, and sustainability, overall and in its component parts.

Even though there is not yet a formal evaluation process, the Registrar's Office has always informally gauged effectiveness, capabilities, and sustainability. Each process is created and tweaked to better serve its purpose and function. Every process is tested to see if it works and feedback is requested from anyone who is affected by the processes. Duties are assigned and shifted depending on workloads and skills of the staff.