# 2024

# Registrar's Office Annual Report

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# Vision

As we adapt within the broader higher educational environment to the multiple, complex changes which proceed at an increasingly accelerated pace, the Registrar's Office practices a flexible and nimble service model that is responsive to and aligned with the goals of the Institution.

We believe that we contribute to the success of society's most talented and intelligent students and distinguished faculty members.  Our dedicated support and advancement of Dartmouth's systems and structures, as we safeguard the integrity of the institution's regulations and records, facilitates their ability to thrive and achieve their fullest potential.

The Registrar's Office will maintain its primary focus on students and faculty members while we continuously improve their access to information and their ability to perform tasks independently at their convenience. It will support faculty members' teaching and research through the continued development of advanced administrative applications and the provision of student data.

# Highlights 2023-2024

## Faculty and Curricular Highlights

Over the course of 2023-24, the Registrar's Office, in partnership with ITC, completed implementation of an attendance tracking system to support the new Wellness Degree Requirement. The Registrar drafted the academic policy proposal to allow college credit for internship related work by undergraduate students which was adopted by the Arts and Sciences faculty.

## Student Highlights

For students, the Registrar's Office secured funding and began implementation of a new Registration system which will greatly improve the information available to students when selecting courses.

## Office Highlights

The Registrar's office continues to build **integrated Sharepoint systems** to **better manage internal processes and improve our document storage**. These will grow to include processing for transfer credit of all kinds and will help faculty in the transfer student process. The office will also be entirely

remodeled with fresh paint, new carpet, and new décor to create a warm and welcoming environment for visitors.

## Looking Ahead

As we look forward to the 2024-2025 academic year, the Registrar's Office plans to implement an entirely new student interface for registration which will greatly improve the information students have at hand while making important decisions regarding their course selections and overall academic plan.

# Project and Policy Accomplishments

## Registrar's Office Projects 2023-24

**The Registrar's Office ensures that our projects are in alignment with our principles, as defined in the appendices.**

**Banner Self-Service Updates – A. Ager, K. White, project leads**
- August 2022 – April 2024
    - Updates all student, faculty, and staff self-service items in DartHub/BannerStudent for Faculty from unsupported Banner 8 technology to supported Banner 9 technology that integrates more fully with DartHub.
    - Further updates are integrated into larger projects or will be discrete projects by themselves.

**Wellness Requirement Implementation – E. Parsons, A. Ager, project leads**
- January 2023 – May 2024
    - Implementation of the attendance-tracking portion of the Wellness requirement, including vendor research, policy development, and system implementation.
    - All full-term PE and Wellness courses now connected to attendance tracking and are able to be auto-graded based on attendance tracking.
    - Registrar Parsons led the policy efforts, Senior Associate Registrar Ager led the functional/technical efforts in partnership with ITC.

**Internships for Credit – E. Parsons, J. Sinclair, project leads**
- January 2024 – May 2024
    - Developed proposal which was ultimately approved by the Arts and Sciences faculty to grant academic credit for completion of a newly developed internship course.
    - Implementation of an application workflow to approve undergraduate students for internships that may receive academic credit
    - Modified Dartmouth's Official transcripts to award partial credit (.10 course credits) for completion of internship course.

o Worked with OVIS so they may grant CPT approval for international students interested in participating in an internship course.

## Registration System Update – K. White, A. Ager, project leads

- April 2024 – ongoing
  - o Major update of the registration interface, working with an outside vendor (CourseLeaf)
  - o Goal of maximum information display within a single interface for students
  - o Enhanced clarity of information while registering
  - o Part 1 of a 3-part multi-year project to update registration, catalog, and curriculum management

## D-Plan Application, Phase 2 – J. Sinclair, project lead

- May 2024 – ongoing
  - o Further enhancements to the D-Plan Application that will write petition results directly to Banner, email students with results, add a workflow for CPT applications, integrate off-campus program D-Plan and acceptance code uploads, integrate first-year d-plan loads for students who do not select a D-Plan, and fix bugs discovered over the first year+ of usage.

## Office Remodel Project – J. Sinclair, project lead

- March 2024 – ongoing
  - o The Registrar's Office will have all new carpet, paint, and wall art decorations installed during the summer of 2024. The office will reopen to student traffic prior to the start of fall ter.

# Continuous Improvement Projects

## Scribe Minors in DegreeWorks - C. Tipker, project lead

- Added the following minors to DegreeWorks:
  - o Anthropology
  - o History
  - o Education
  - o Geography

## Department/Program Administrator Training Series (Zoom) – M. Post, project lead

- September 2022 - ongoing
  - o Developed a series of training sessions and workshops for Department/Program Administrators to learn and review Registrar systems and processes. Series is planned to be offered annually.

**Implement SharePoint for internal data and file management – multiple leads**

- May 2022 - ongoing
    - Create a Registrar's Office Hub as a central access point for internal files and processes – C. Woodard, project lead
    - Create a Communication Management site to improve and streamline communication updates and processes – M. Post, K. White, project leads
    - Update and maintain a Transfer Student review system, especially for faculty review of syllabi – D. Mauceli, K. White, project leads
    - Create a Transfer Term review and approval system – D. Mauceli, K. White, project leads
    - Create an Exchange Term review system – D. Mauceli, K. White, project leads
    - Create an online submission/tracking system for Course Assessment additional questions – K. White
    - Athletics Petition D-Plan submission/system

# Curricular Change Projects

**Implementation of new or updated majors/minors - C. Tipker, project lead**

- For the following departments/programs:
    - Anthropology
    - Comparative Literature
    - Linguistics
    - Physics
    - Studio Art

# Personnel and Professional Activities

## PERSONNEL UPDATES

**Registrar Parsons, working with staff partners, oversaw the following personnel events:**

- **Assistant Registrar for Certification and Compliance** – Recruitment and Hire
    - Partner – José Sinclair

- **Assistant Registrar for Academic Scheduling and Operational Support – Recruitment and Hire**

- Partner – Andrew Ager

- **2 General Office Assistants PT (Student Workers)** – Recruitment and Hire
  - Partner – Catherine Woodard

- **Service Specialist – Recruitment and Hire**
  - Partners – José Sinclair and Courtney Tipker

# PROFESSIONAL DEVELOPMENT

**PROFESSIONAL DEVELOPMENT - Registrar/Senior Associate Registrars**

- Ivy Plus Registrars Annual Meeting, Philadelphia, PA (3 attendees)
- AACRAO 109th Annual Meeting, Columbus, OH (2 attendees)
- AAU Annual Business Meeting (1 attendee, virtual)
- AAU Registrars Leadership Development Meeting, Columbus, OH (2 attendees)
- Title IX Training, Building Supportive Communities: Taking Action (all staff)

**PROFESSIONAL DEVELOPMENT – Associate/Assistant Registrars and Operations Team**

- AACRAO Registrar 101 (2 attendees)
- Gatekeeper training, for student-facing staff - all staff attended
- NEACRAO Annual Meeting, Portsmouth NH (6 attendees)
- Title IX Training, Building Supportive Communities: Taking Action (all staff)
- HR Foundations of Digital Accessibility (Delia March 13, 2024)
- National Student Clearinghouse – Clearinghouse Academy webinar: Warning Code 1800s (Delia January 26, 2024)
- Feedback Culture: Redefining Teaching Effectiveness with Holistic Evaluation Methods – Explorance (Keehan 4/25/2024)
- Feedback Culture: Mitigating Implicit Bias in Course Evaluations – Explorance (Keehan 3/20/2024)
- State of Digital Credentials in the AACAO Community (Keehan 9/27/2023)
- HR Communicating with Impact (Keehan 12/21/2023)
- Microsoft Power Platform: Empower Everyone to Build Apps (Keehan 4/25/2024)
- Registrar 101 AACRAO (Keehan 6/26 – 7/23/2023)

# Policy Development and Committee Work

**Policy changes and updates in 2023-24 included:**

- Academic credit on official transcripts for internship courses (implemented)

- Developed and presented proposal to cease the practice of publishing median grades on official transcripts (proposal was voted on but not approved by the Arts and Sciences faulty).
- Consulted with various departments on changes to major/minor requirements and development of new off-campus programs.

**COMMITTEE WORK - Registrar**

Continued to work with multiple committees which include:

- Committee of Chairs
- Committee on Instruction
- Committee on Withdrawals
- Committee on Undergraduate Enrollment and Student Affairs
- Provost's Advisory Committee on Classrooms
- Provost's Advisory Committee on Undergraduate Enrollment Management
- Provost's Advisory Committee on Summer Space Allocation
- Language Waiver Committee
- Data Governance Sponsorship Group Arts & Sciences
- Future Project: Institutional Registrar Task Group
- CUESA sub-committee for the Wellness Requirement
- OIR Data Discussion Group
- DOC, DOF, Registrar Advising Working Group
- Financial Value Transparency Working Group
- Multiple ad hoc committees

**COMMITTEE WORK – Senior Associate Registrars and Associate Registrars**
- Classroom Operations Committee
- Provost's Advisory Committee on Classrooms
- Banner 9 Working Group
- Data Warehouse Project Management Team
- Section 1018 Working Group
- Financial Value Transparency Working Group

# Data – Production, Operational, and Service

## Production Activity

"Production" activities are those that are required in the usual academic cycle. Additional time is spent on "projects," and "service," which are described in other sections of this report. Below are representations of our main functions and some general measurements of time spent on production.

We focus **over half (59%) of our production activity on student and faculty communications and processing of student data** and spend the rest of our production time on internal records and system management.

## Production Activity by Category
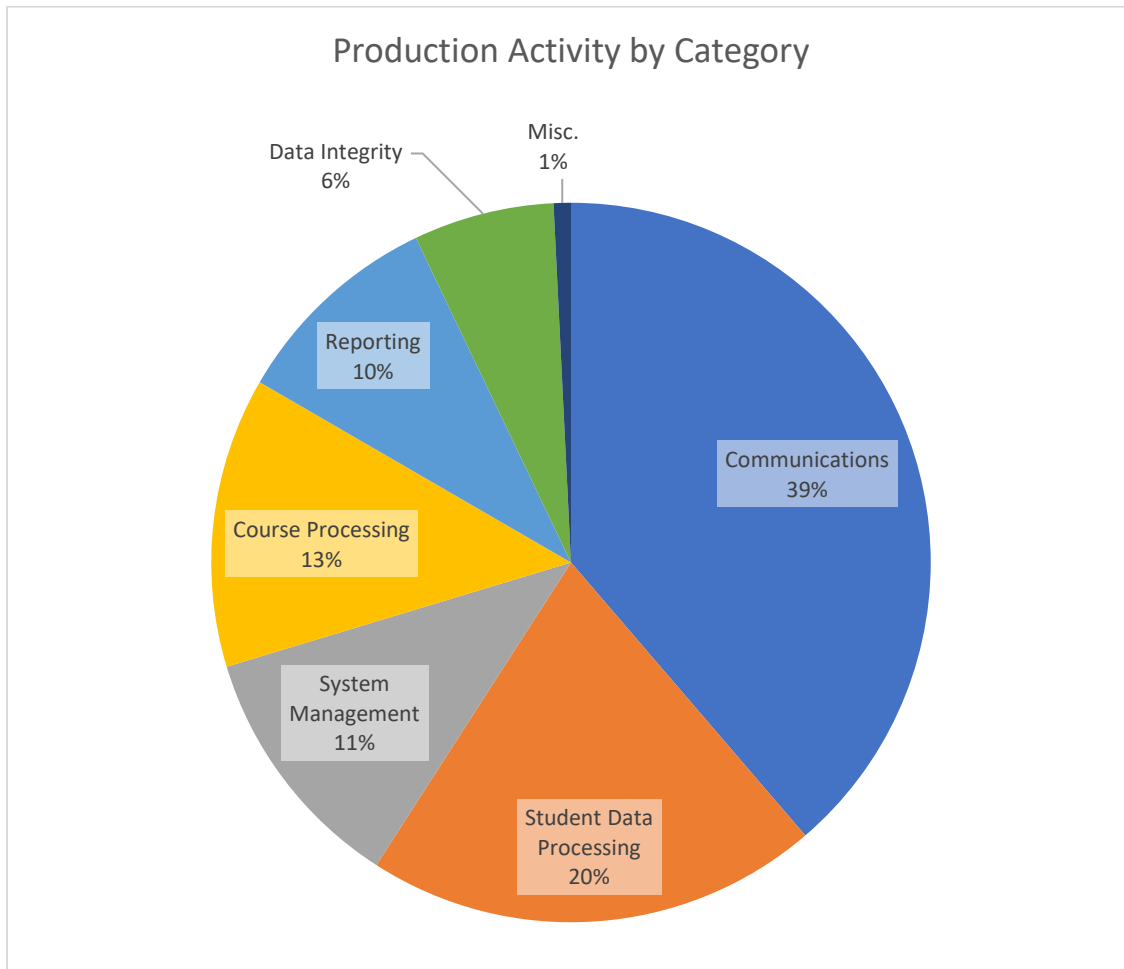


While our office is productive year-round:

- **Spring term** has the largest number of production items, and
- The months with the most production items are **May, June, and September**

# Service Measurement Data

We dedicate most of our time and resources to the support of our primary constituents, Dartmouth's undergraduate students and faculty members. Below is a summary of the direct services we provided our constituents during the 2023-2024 academic year.

## Total Inquiries from Constituents

Walk-Ins
4%

Phone Calls
7%
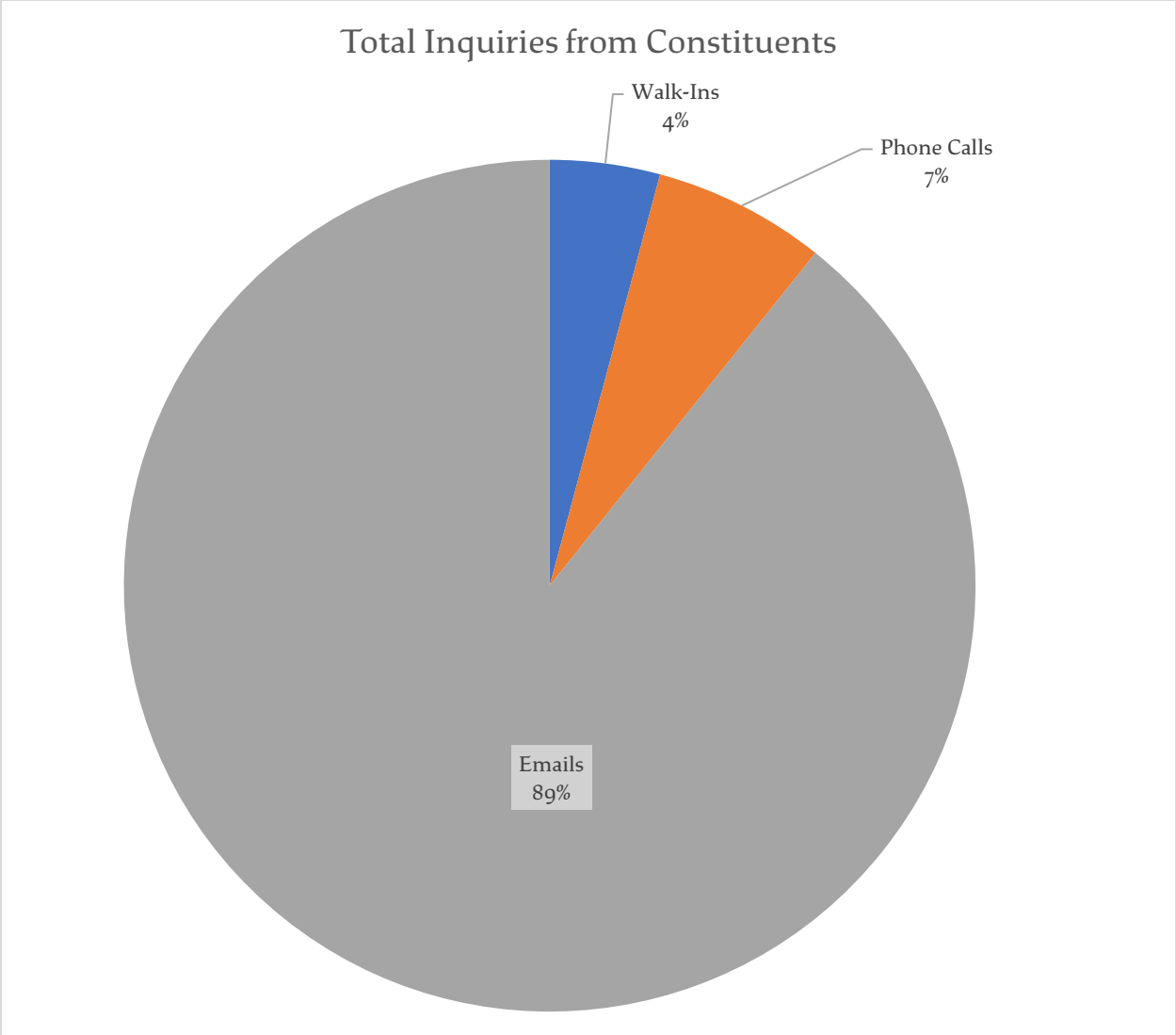
Emails
89%

The Registrar's Office addressed over **34,000 inquiries** via email (89%), phone calls (7%), and walk-in visitors (4%).

• These inquiries addressed a wide range of topics, including registration, course building, D-Plans, petitions, transcripts, degree verifications, classroom scheduling, as well as academic policy questions.

• Although prior to the pandemic, our in-person visitor count was closer to 9% of inquiries, the number of in-person visitors continues to increase with **over 1,400 in-person visitors in 2023-2024 academic year**. This is a small but noticeable increase from last year.

## Transcripts

In 2023-24, the Registrar's Office delivered **8,375** Official Transcripts:

**Official Transcript Volume 2009-2024**

Official Transcript Volume by year:
- 2009: 19,159
- 2010: 17,245
- 2011: 16,561
- 2012: 13,819
- 2013: 12,237
- 2014: 9,257
- 2015: 8,076
- 2016: 8,112
- 2017: 8,192
- 2018: 8,691
- 2019: 9,271
- 2020: 8,435
- 2021: 8,615
- 2022: 8,303
- 2023: 8,147
- 2024: 8,375
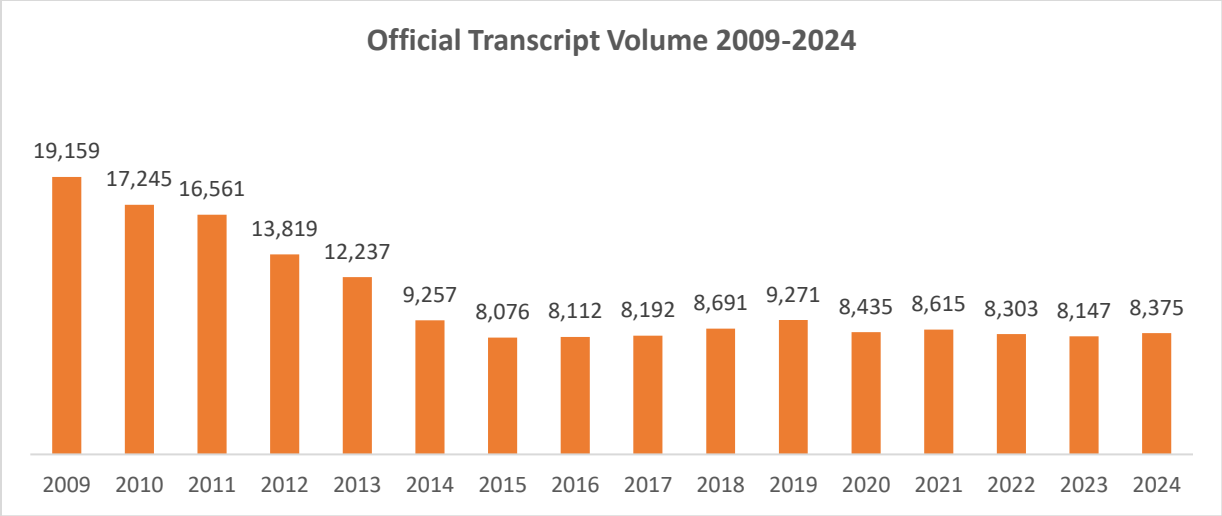
- Unofficial Transcripts contributed to the decline in Official Transcript production, beginning in 2009.
- Official Transcript volume is now 94.7% eTranscripts and only 5.3% paper transcripts.

## Courses Offered

In 2023-24, the Registrar's office scheduled **2,349** courses:

**Courses Offered by Academic Year 2009 - 2024**

Courses Offered by year:
- 2009: 2,024
- 2010: 2,039
- 2011: 2,062
- 2012: 2,106
- 2013: 2,177
- 2014: 2,168
- 2015: 2,168
- 2016: 2,099
- 2017: 2,100
- 2018: 2,140
- 2019: 2,184
- 2020: 2,174
- 2021: 2,175
- 2022: 2,293
- 2023: 2,267
- 2024: 2,349
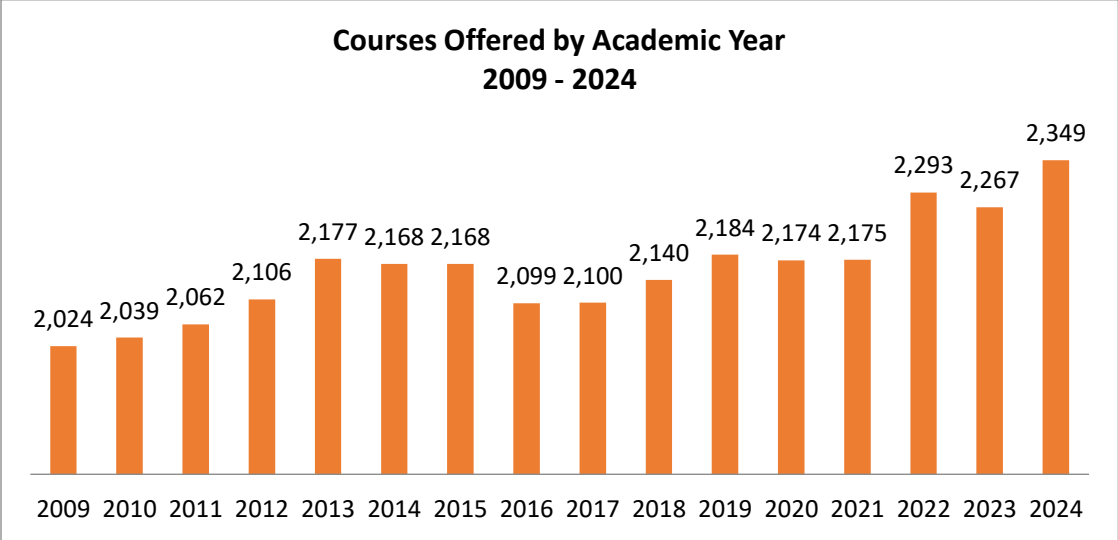
*Each course represents every offering with a unique subject, course number, and title combination except for cross-listed courses which are counted once. Off-Campus Study courses are included.*

## Petitions

In 2023-24, the Registrar's Office reviewed and processed **1,157** student petitions:

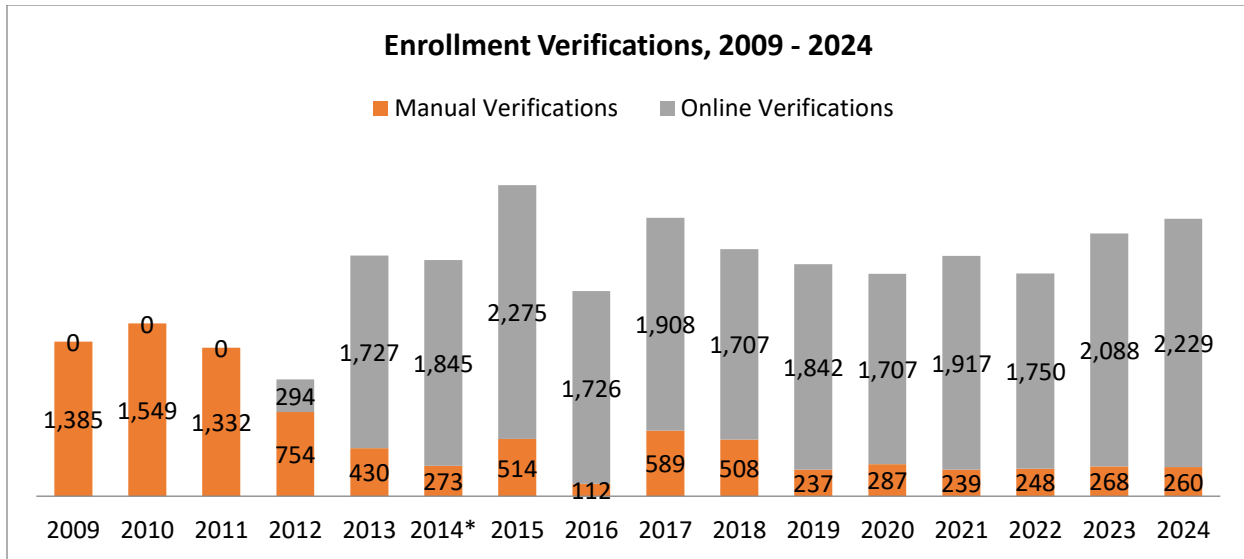| Petition Type | Petition Count | | | | | |
|---|---|---|---|---|---|---|
| | **2020** | **2021** | **2022** | **2023** | **2024** | **Average** |
| Change in Grade | 100 | 25 | 70 | 73 | 59 | 65 |
| Add Course After Deadline | 102 | 82 | 103 | 99 | 120 | 101 |
| Drop Course After Deadline | 16 | 21 | 30 | 21 | 33 | 24 |
| Additional 2-Course Load | 36 | 41 | 38 | 32 | 39 | 37 |
| Additional 4-Course Load | 1 | 4 | 6 | 8 | 12 | 6 |
| Unlimited 2-Course Load | 3 | 4 | 0 | 1 | 3 | 2 |
| NRO After Deadline | | | 10 | 9 | 12 | 11 |
| Repeat Course for Grade Only | 2 | 2 | 5 | 3 | 6 | 4 |
| Postpone Summer Term | 397* | 42 | 17 | 10 | 0 | 93 |
| Waive Summer Term | 60 | 154 | 59 | 53 | 58 | 77 |
| Exempt Summer Term | 22 | 36 | 24 | 38 | 28 | 30 |
| Additional Term in Residence | 76 | 94 | 67 | 77 | 102 | 83 |
| Five+ Year Enrollment Pattern | 72 | 340** | 160 | 121 | 142 | 167 |
| Reduce Sr Yr Residence Req | 245 | 463 | 342 | 152^ | 107 | 262 |
| Reduced Terms in Residence | | | | 41 | 93 | 41 |
| Late Exchange of Courses | 8 | 14 | 29 | 19 | 19 | 18 |
| More than 7 fall/spring | | | 97*** | 169 | 249 | 209 |
| Exempt 7 fall/spring | | | | 126^ | 75 | 101 |
| **Total** | **1140** | **1325** | **1057** | **1052** | **1157** | **1146** |

- *This year saw summer term postponements and exemptions increase tremendously because of COVID-19 changes to D-Plan regulations for summer terms 2020 and 2021.*
- *\*\*Significant increase in 5+ year enrollment patterns due to COVID-19 disruptions.*
- *\*\*\*New petition type introduced in 2022.*
- *^Requests to reduce the senior year residency requirement dropped significantly this year, however that volume appears to be replaced by the More than 7 Fall/Spring Terms petition and the Exempt 7 Fall/Spring terms petition, both new petitions to accommodate new D-Plan regulations.*

## Enrollment Verifications

In 2023-24, the Registrar's Office provided **2,489** enrollment verifications, **2,229** of which were provided through self-service:

## Enrollment Verifications, 2009 - 2024

Legend: ■ Manual Verifications  ■ Online Verifications

| Year | Manual Verifications | Online Verifications |
|------|---------------------|---------------------|
| 2009 | 0 | 1,385 |
| 2010 | 0 | 1,549 |
| 2011 | 0 | 1,332 |
| 2012 | 294 | 754 |
| 2013 | 430 | 1,727 |
| 2014* | 273 | 1,845 |
| 2015 | 514 | 2,275 |
| 2016 | 112 | 1,726 |
| 2017 | 589 | 1,908 |
| 2018 | 508 | 1,707 |
| 2019 | 237 | 1,842 |
| 2020 | 287 | 1,707 |
| 2021 | 239 | 1,917 |
| 2022 | 248 | 1,750 |
| 2023 | 268 | 2,088 |
| 2024 | 260 | 2,229 |

## VA Benefits

In 2023-24, the Registrar's office processed the VA benefit reporting for **56** students:

| | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
|---|---|---|---|---|---|---|---|---|---|---|
| Graduate Students | 5 | 8 | 9 | 8 | 8 | N/A* | N/A | N/A | N/A | N/A |
| Undergraduate Students | 35 | 36 | 42 | 51 | 62 | 65 | 62 | 58 | 55 | 52 |
| Thayer Graduate Students | | | | | | | | 3** | 2 | 4 |
| | | | | | | | | | | |
| Chapter 31 | 2 | 2 | 5 | 4 | 7 | 7 | 7 | 8 | 5 | 9 |
| Chapter 30 | 0 | 1 | 1 | 0 | 0 | 0 | 1 | 1 | 1 | 1 |
| Chapter 35 | 6 | 7 | 6 | 5 | 3 | 2 | 8 | 7 | 9 | 11 |
| Chapter 1606 | 0 | 0 | 1 | 1 | 1 | 2 | 1 | 1 | 1 | 1 |
| Chapter 33: Post 9/11 GI Bill recipients | 32 | 34 | 38 | 49 | 59 | 54 | 45 | 44 | 41 | 34 |
| Students eligible for the Yellow Ribbon program | 29 | 30 | 34 | 46 | 55 | 51 | 41 | 39 | 34 | 32 |
| | | | | | | | | | | |
| **TOTAL** | **40** | **44** | **51** | **59** | **70** | **65** | **62** | **61** | 57 | 56 |

*Note: Guarini School of Graduate Studies begin certifying graduate students spring 2019*

# Appendices: Principles and Statement on Diversity and Inclusion

## Principles

Our vision is supported by these principles. The Registrar's Office strives to apply these principles to our project work, our committee work, and our day-to-day support of students and faculty.

**Student and Faculty focus**
We maintain a focus on students and faculty members as our primary constituents. We dedicate most of our time, resources, and initiatives to their support.

**Self-service**
We develop tools for students and faculty members so they can access needed information at their convenience.

**Partnership**
We partner with other offices to support Dartmouth's larger mission. Coordination and collaboration with the other offices permits greater institutional support for initiatives which positively impact faculty members and students.

**Shared accountability**
We are the experts in our area, and respect other offices' expertise and responsibilities. We also respect our students and their responsibility to be accountable for their administrative obligations.

**Continuous improvement**
We revisit our processes continually, introduce new applications to remain up to date with current issues, and adapt to new technologies as required to better serve faculty members and students.

## Statement on Diversity and Inclusion

**The Registrar's Office supports the College's efforts toward diversity and inclusion through our recruitment and retention of staff, professional development, and College committee work.**

**Recruitment, Retention, and Staff Support**

The Registrar's Office works to create an environment that is welcoming, diverse and inclusive of all staff which includes frequent all-staff meetings, one-on-one meetings with supervisors and smaller focused team meetings. This extends to the environment we create

for our students.  Each staff member develops a professional development plan based on the [AACRAO competencies and proficiencies](#).

The Registrar's Office staff is a mix of ages, genders, backgrounds, and ethnicities which includes our student employees. All are exceptionally talented hard workers despite little recognition.  They support each other, work well with faculty and staff in other offices, and help to create an environment of inclusiveness where everyone has a voice.  Multiple staff of various backgrounds have been promoted within the office to more responsible positions.

Senior Associate Registrar Ager continues to respond to student feedback and coordinate with ITC to make updates to the Chosen Name system.

When hiring new staff, the Registrar's Office has implemented a process to redact applicant resumes to reduce bias within the hiring process and improve the likelihood that diverse candidates will progress through the hiring process.