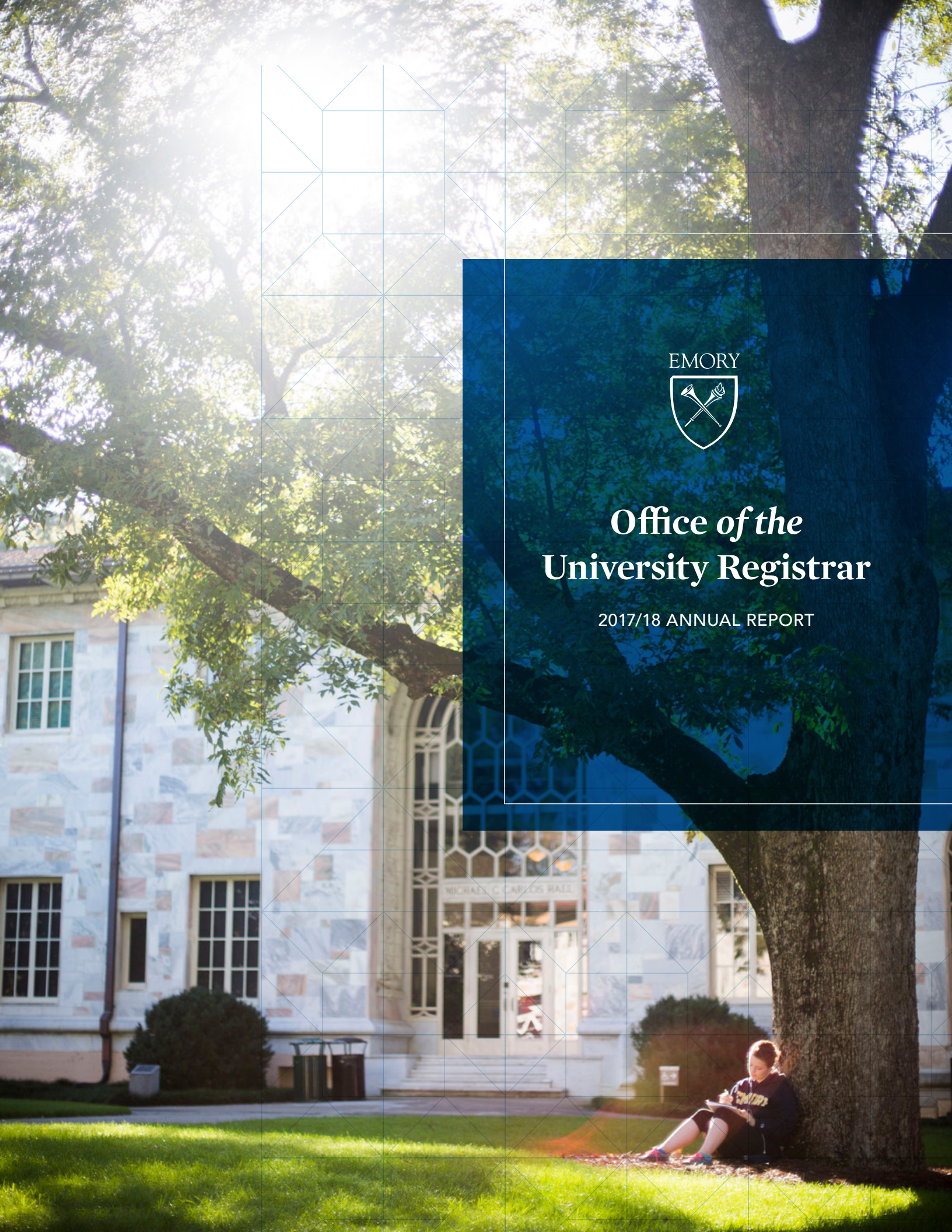

EMORY

Office *of the* University Registrar

2017/18 ANNUAL REPORT

Message from the *University Registrar*

Dear Colleagues,

I am pleased to present the Office of the University Registrar's Annual Report for the 2017-2018 academic year. Like last year's report, we have continued our work on Emory Undergraduate Project (formerly known as the Emory Undergraduate Experience Initiative).

As you know, the strategic plan has been released: One Emory: Engaged for Impact https://one.emory.edu/. I hope you'll take a minute to review the strategic framework for this very important initiative. Much of the work we've accomplished over the past two years has been focused on providing seamless pathways for our undergraduate students. Onboarding tools such as degree tracker, course atlas, and student registration are some of the projects we've been working on throughout the summer. In addition, we've partnered with other stakeholders across campus to hold discussions on revising the academic calendar, one academic pathway (career) for undergraduates, and adding preferred name on the EmoryCard.

In the spirit of our continued collaborative relationships across the campus, we are also excited to offer quarterly meetings that are more focused on the undergraduate/graduate school experience. Representatives will be invited to discuss/review business processes, training, policy and other topics that are relevant from an undergraduate/graduate perspective. Our goal is to ensure that the decisions that are made by one school are shared with others who may have an impact.

A special thanks to the OUR staff who have worked tirelessly to achieve our goals and objectives while meeting the needs of the institution. We look forward to our continued collaborative partnership in the new academic year.

JoAnn McKenzie
Assistant Vice Provost and University Registrar

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Our *Mission*

The Office of the Registrar at Emory University has as its function the charge and mission to:

- Maintain the permanent academic records for all schools of the University including registration (initial and changes), processing grades, recording faculty actions taken, and degrees granted for all students past and present
- Complete and file all Federal and State reports requested relative to matriculated students
- Maintain and produce an academic schedule of classes and related examinations on a term-by term basis
- Assign classroom space for courses from a given pool of rooms
- Provide, on request, service and assistance to other administrative users of the Student Information System including assistance with data interpretation and understanding, query programming, and the scheduling and production of reports
- Act as a consultant to all Deans and Faculty committee's relative to student records, registration, course offering, degree program auditing, etc.
- Certify, on behalf of the student and as appropriate, attendance, academic performance and status to outside agencies (for the purpose of loans, discounts, professional examination, etc.)
- Provide an academic transcript service to all current and former students
- Process all degree and certificate applications, order diplomas, set up degree and rank lists and in general assist the principals in graduation ceremonies
- Assist the Provost and Associate Vice Provost whenever and on whatever deemed necessary

"THE OFFICE OF THE UNIVERSITY REGISTRAR **IS READY TO MEET THE SERVICE NEEDS OF OUR USERS,** AT THE LEVEL THEY WOULD EXPECT FROM ANY SCHOOL OF OUR SIZE AND STATURE."

2017-18 Goals and *Accomplishments*

Emory Undergraduate Project (EmoryUP)
Much of the work of the Office of the University Registrar has been focused on improving the student experience. The Emory Undergraduate Project (EmoryUp), formerly known as The Emory Undergraduate Experience Initiative, aspires to provide a coherent and integrated undergraduate experience defined by multiple, seamless pathways to educational and career success and the support to navigate. We are pleased to report the following EmoryUP Accomplishments for the 2017-2018 Academic Year:

Preferred Name on Emory Card	• Trade-in program included on Emory Events Calendar during move-in week • EmoryCard Office attended Wonderful Wednesdays every week since 9/5 • Targeted email sent to returning students on September 21st • As of today, EmoryCard printed 1600 cards for new students wishing to use their preferred name and 37 cards for returning students	• Follow-up targeted email to students by the last week in October • Messaging to faculty and staff to begin the end of October • Review lessons learned from the Preferred Name initiative
Degree Tracker	• Go-Live October 1	• Early support and issue resolution • Communication around frequently offered courses
Online Course Evaluations	• The initial team testing is in progress • The communication plan has been drafted and is underway	• Department administrators,students, and faculty testing • All students in Emory College of Arts and Sciences will have access to this tool for Fall 2018 courses
One GPA	• Met and presented recommendations to Advisory Group • Assessed all the current areas which the GPA is represented in OPUS	• Meet with University Registrar to determine whether to deliver the project in phases where the GPA would be consistent across all documents
Course Atlas	• The team has selected the vendor Course Leaf • Created a document detailing the unique sourcing inputs for all the material that will be available in the course atlas tool	• Work with Procurement to finalize the contract
Academic Calendar	• Working group created a draft charter for the approval of the Provost • Drafted a memo to outline what can be supported for the School Of Nursing new DABSN Program	• Present high level budget and recommendations to the Provost • Create a solution for selected course as a pilot
OPUS Review	• Vendor selected, contracts signed • Agendas and timeline set for engagement • Training week, Student Financials, Campus Community, and Admissions module engagements completed	• Financial Aid, Student Records, Academic Advising, and User Experience modules will engage from October 15 - October 25

Data *Governance*

This year, the Data Management Service Team (DMS) within the Office of the University Registrar have continued to promote the Data Warehouse as a viable reporting and decision support tool for our data user community. We started the year with the goal of identifying candidates for early implementation and roll out in the Data Warehouse. Ultimately, we elected to partner with the Office of Athletics and the Office of Sorority & Fraternity Life to collect updated requirements related to their routine reporting requests, so that we can design relevant dashboard solutions in the warehouse. Consultation and requirement review has been completed on our part, and we are now at the phase of warehouse development, which relies in large part on the efforts of LITS partners. We anticipate that resources will be aligned such that implementation can be finalized on these two dashboard deliverables before end of summer.

Additionally, we have provided a proof of concept to the Office of the Provost, which introduces more robust and aesthetically pleasing Date of Record (DOR) reporting. This POC was accepted and approved by the Provost in the fall, reproduced solely for the Office of the Provost for spring DOR, and planned for broader community introduction with the upcoming summer DOR and beyond. While our previous OBIEE training has equipped DMS staff to manage existing dashboards, we do not presently have the capability to implement and administer new data elements and dashboards in the warehouse. We will need to expand on our current functionality and gain additional administrator level training in the coming year, so that we might best leverage the data warehouse as a tool for our unit and clients.

General Data *Protection* Regulation (GDPR)

In April 2016, the European Parliament, the Council of the European Union and the European Commission adopted a Regulation of the European Parliament and of the Council on the protection of natural personal with regard to the processing of personal data and on the free movement of such data. The regulation provides an opportunity for higher education to engage in a process to identify and review our data flows, processing and management and update our policies and procedures.

To achieve this goal, the Registrar's Office will partner with University Compliance to help Emory University comply with GDPR requirements to ensure we understand where data (that may fall within a GDPR request) moves across all the different systems here at Emory. As a first step, the Office of International and Summer Programs (OISP) will participate in a pilot during the spring semester—the lessons learned from the pilot will provide guidelines for administering best practices across the enterprise.

A GDPR working Group has been formed and will begin meeting January, 2019.

Academic *Calendar* Taskforce

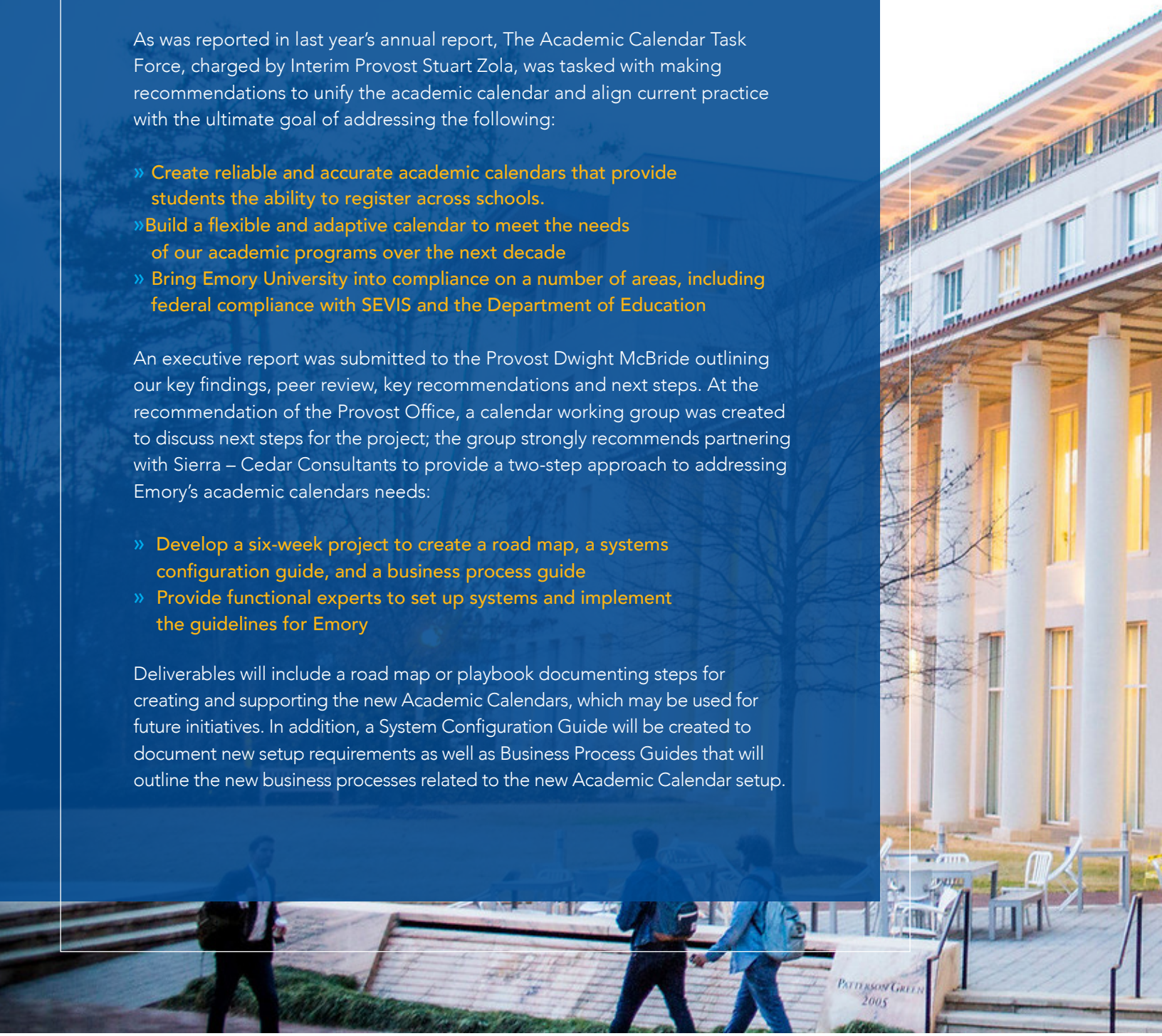
As was reported in last year's annual report, The Academic Calendar Task Force, charged by Interim Provost Stuart Zola, was tasked with making recommendations to unify the academic calendar and align current practice with the ultimate goal of addressing the following:

- Create reliable and accurate academic calendars that provide students the ability to register across schools.
- Build a flexible and adaptive calendar to meet the needs of our academic programs over the next decade
- Bring Emory University into compliance on a number of areas, including federal compliance with SEVIS and the Department of Education

An executive report was submitted to the Provost Dwight McBride outlining our key findings, peer review, key recommendations and next steps. At the recommendation of the Provost Office, a calendar working group was created to discuss next steps for the project; the group strongly recommends partnering with Sierra – Cedar Consultants to provide a two-step approach to addressing Emory's academic calendars needs:

- Develop a six-week project to create a road map, a systems configuration guide, and a business process guide
- Provide functional experts to set up systems and implement the guidelines for Emory

Deliverables will include a road map or playbook documenting steps for creating and supporting the new Academic Calendars, which may be used for future initiatives. In addition, a System Configuration Guide will be created to document new setup requirements as well as Business Process Guides that will outline the new business processes related to the new Academic Calendar setup.



Process *Re-engineering*

As reported in last year's annual report, the Office of the University Registrar, in partnership with Emory Undergraduate Project (EmoryUp) conducted a functional process review of the SIS tool (Opus) to re-engineer processes to increase efficiencies, improve productivity, and improve the student experience.

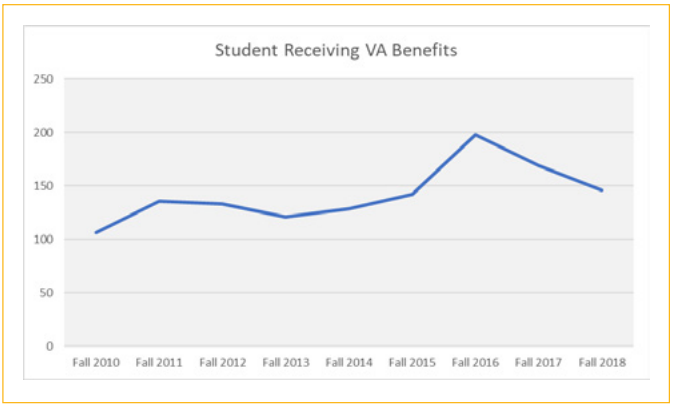
Sierra-Cedar (SCI) was contracted by Emory University to provide a business process and Campus Solutions assessment for the business areas of Campus Community/Admissions (CC/AD), Student Records (SR), Academic Advising (AA), Financial Aid (FA), Student Financials (SF) and UX/Self- Service/Fluid (UX). The Project Scope included conducting workshops with various Emory teams to review current business processes, review and understand current customizations, and evaluate existing configuration. The purpose of the workshops was to be able to provide recommendations on setup, customizations and leading practices for possible business process improvements. This assessment also included a look at streamlining and stabilizing business processes in Campus Solutions now that Emory has upgraded to Campus Solutions 9.2.

The following themes have been highlighted for Emory's consideration:

- OPUS Communication and the relationship between Colleges, Unit Liaisons,Departmental staff, University Registrar's office and all supporting LITS areas are critical and must be improved.
- Security is considered by many users to be an issue with the scope including an overall security strategy as well as user-specific row-level security. For example, users may not have access to all Student Groups or Service Indicators and are unsure how to request this additional access.
- Lack of, or minimal Training and Documentation of, new and existing features in OPUS.
- Emory could also benefit from additional detailed business process review/design activities targeted toward items as noted in this report and in the included spreadsheet. As OPUS setup is dependent on all business areas, the review would need to explore foundational issues first. Some of the areas that could benefit the most are included in the summary section of this report by business area.

Veteran Administration and *Government Affairs*

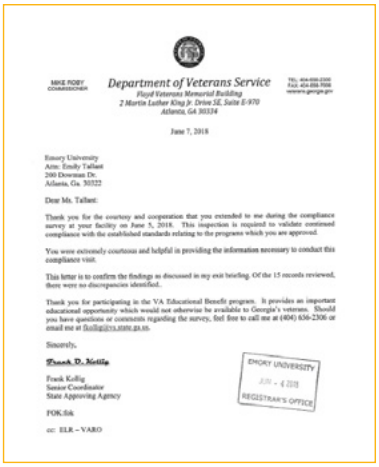
Emory University was proud to continue its service to the student veteran and dependent population during the 2017-2018 academic year. As the primary liaison between students and the US Department of Veterans Affairs (VA), the Office of the University Registrar is responsible for assisting students with the completion of the certification process, tracking of their payments, as well as helping them understand and navigate the variety of regulations and educational services provided by both the VA and Emory.



Since 2010 Emory has enrolled an average of one hundred and forty-two (142) VA beneficiaries each year. With the implementation of the Harry W. Colmey Act recent veterans are now offered more favorable housing and book benefits, as well as an unlimited amount of time to use their tuition benefits. The Registrar's Office anticipates that these additions coupled with Emory's level of service will result in an increase in VA recipients over the coming years.

This year a series of initiatives were undertaken to help improve the efficiency of processes used to coordinate the enrollment and certification efforts. Beginning August 2018 Emory reaffirmed its participation in the Yellow Ribbon program which provides gap tuition funding for Chapter 33 recipients whose annual tuition costs exceed the VA's maximum award amounts. A university wide total of 1.4 million dollars will be made available to qualifying veterans or their dependents.

In April of 2018 all student VA files and funding documentation were converted to electronic format. This improvement has helped strengthen the security and integrity of these documents by limiting access to relevant personnel, and production to print on demand. Additionally, because of this conversion all funding transactions can be reconciled seamlessly, with embedded links that point directly to the applicable account or payment file.



Department of Veterans Service
Floyd Veterans Memorial Building
2 Martin Luther King Jr. Drive SE, Suite E-970
Atlanta, GA 30334

June 7, 2018

Emory University
Attn: Emily Tallant
200 Dowman Dr.
Atlanta, Ga. 30322

Dear Ms. Tallant:

Thank you for the courtesy and cooperation that you extended to me during the compliance survey at your facility on June 5, 2018. This inspection is required to validate continued compliance with the established standards relating to the programs which you are approved.

You were extremely courteous and helpful in providing the information necessary to conduct this compliance visit.

This letter is to confirm the findings as discussed in my exit briefing. Of the 15 records reviewed, there were no discrepancies identified.

Thank you for participating in the VA Educational Benefit program. It provides an important educational opportunity which would not otherwise be available to Georgia's veterans. Should you have questions or comments regarding the survey, feel free to call me at (404) 656-2306 or email me at frankg@vs.state.ga.us.

Sincerely,

Frank D. Kellig

Frank Kellig
Senior Coordinator
State Approving Agency

FOK:fsk

cc: ELR – VARO

EMORY UNIVERSITY
JUN - 4 2018
REGISTRAR'S OFFICE

Another improvement implemented by the office was a tuition and fee calculator which applies student charges to a formula that deducts those fees VA does not cover and applies scholarship variables to produce an auditable accurate tuition calculation. This improvement has both sped up certification time, and reduced the likelihood of calculation errors which can lead to overpayment's and possible student debt to the VA.

The year culminated in a zero-finding Department of Veterans Affairs audit of Emory's VA practices. A state representative from the VA visited the school on June 5, 2018 to review all VA related documentation and practices and found the University to be compliant. This achievement affirms the commitment made in the office's mission statement to

"Hold the trust and confidence of students,faculty and staff for our quality of work…"

In light of these achievements the office has committed to a series of goals designed to address the challenges of reaching out to this population to both identify those veterans who have served but do not intend using their benefits, and to foster communication with veterans and their beneficiaries in a more proactive manner.

	VETERAN/DEPENDENT RECIPIENTS	VETERAN/DEPENDENT GRADUATES
Fall 2017	169	16
Spring 2018	121	54
Summer 2018	63	6

Beginning in Fall 2018, the Office of the University Registrar has partnered with members of the *Offices of Undergraduate Education, and Institutional Research to* design a process that will help identify veterans upon their enrollment, as well as track them throughout their matriculation in more granular populations. Identifying veterans and dependents at enrollment who may not be aware of their eligibility will allow Emory to assist them with benefit applications for funds to contribute to their tuition costs. Classifying veterans and dependents into sub populations as active students, and graduates will improve the statistical collection and reporting conducted annually by the *Institutional Research* office.

2018-2019 Goals *and Initiatives*

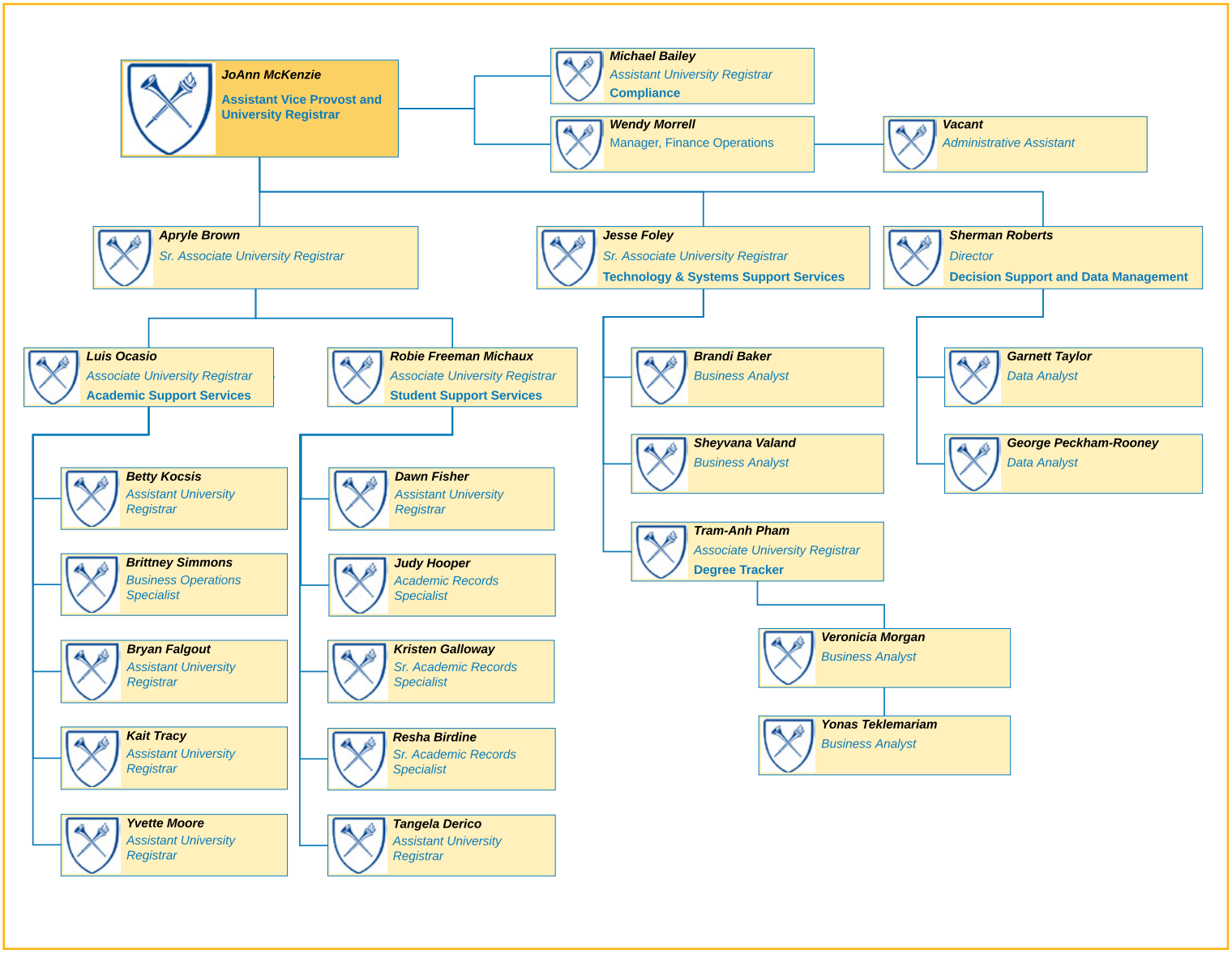
Planning for the 2018-19 academic year is in progress, with an emphasis on ensuring we will continue our strategic work with EmoryUP and engage with colleges and others on all work efforts and service refinements that touch student data.

Emory Undergraduate Project (EmoryUp)

We are acutely aware of the changing face of our students, their service expectations, and the impact our work will have on them throughout their entire Emory experience – irrespective of the college(s) they attend. Therefore, we will continue our work to make the Emory Undergraduate experience more seamless, holistic and engaged. We will accomplish this by continuing our work on the following EmoryUP Projects:

- Degree Tracker – Phase II
- University Course Atlas Tool
- University Curriculum and Course Planning
- Student Schedule Registration Tool
- Academic Calendar Revision Project
- Enterprise Online Course Evaluations

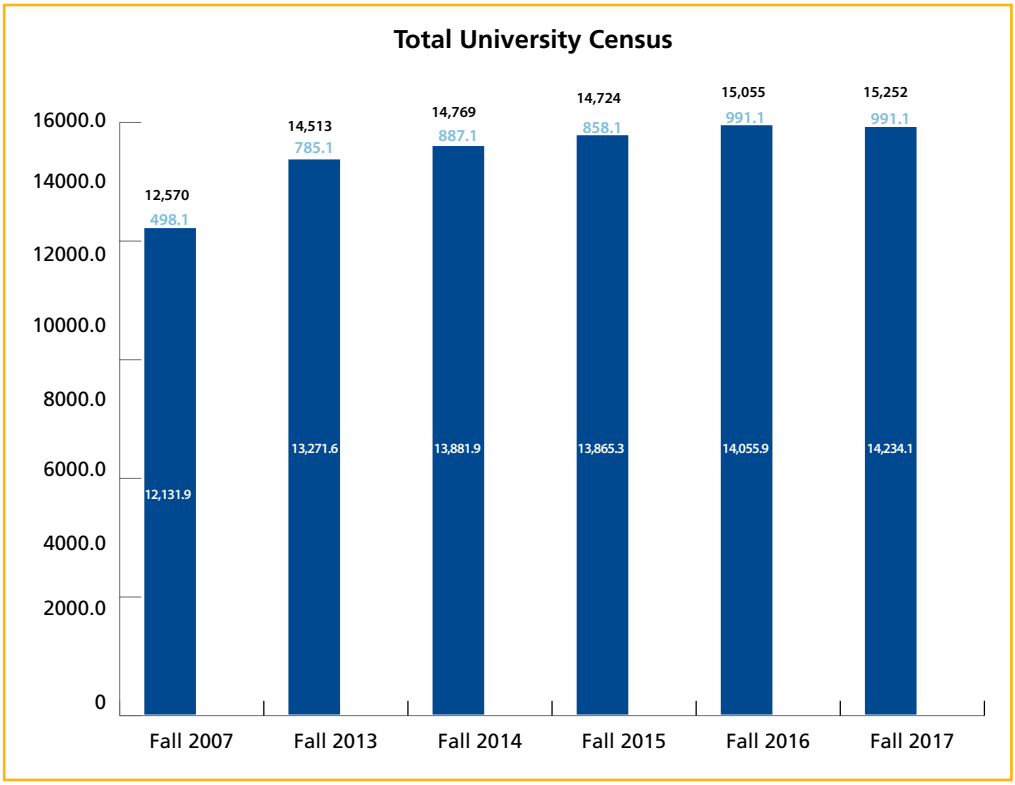
Office Organization *and* Core Services



Appendix

By the *Numbers*

By The Numbers	2013-14	2014-15		2015-16		2016-17		2017-18		
	Value	Value	Change	Value	Change	Value	Change	Value	Change	Overall
Data Requests	552	311	-44%	397	28%	245	-38%	309	26%	**-44%**
Verifications Issued	17,349	20,022	15%	28,792	44%	25,642	-11%	30,388	19%	**75%**
Transcripts Issued	34430	32,636	-5%	31,664	-3%	32,065	1%	32,971	3%	**-4%**
Grades Processed	133,428	148,309	11%	153,232	3%	156,280	2%	160,010	2%	**20%**
Room Reservations	2854	3159	11%	3301	4%	3,320	1%	3,363	1%	**18%**
One-Time-Event Schedule	3416	3741	10%	3811	2%	4209	10%	5083	21%	**49%**
Classes Scheduled	7248	7834	8%	8207	5%	8,276	1%	9,419	14%	**30%**
Degrees Awarded	4410	4569	4%	4626	1%	4,722	2%	4,958	5%	**12%**
Testing and Evaluation Exams				1124	NA	1,059	-6%	913	-14%	**-19%**
Cross Registration: Incoming	139	130	-6%	142	9%	103	-27%	95	-8%	**-32%**
Cross Registration: Outgoing	109	72	-34%	95	32%	95	0%	116	22%	**6%**



This chart represents fall enrollment for the period Fall 2013 - Fall 2017. Fall 2007 is provided as a point of reference, to allow for both a ten and five-year overall comparison. Total student headcount is shown above each bar, and the portion of the bars in light blue indicate the corresponding full-time equivalent or FTE count.

Enrollment *Breakdowns*

Opening Fall Full-time Equivalent Comparison by Full-time Equivalent

2007 compared with 2013 - 2017

	Fall 2007	Fall 2013		Fall 2014		Fall 2015		Fall 2016		Fall 2017		
	FTE	FTE	Change	FTE	Change	FTE	Change	FTE	Change	FTE	Change	Overall
Allied Health	409.3	513.9	26%	517.8	1%	527.4	2%	512.4	-3%	526.6	3%	29%
Business	1,334.4	1,452.7	9%	1,525.3	5%	1,594.2	5%	1,647.9	3%	1,638.9	-1%	23%
College	5,106.0	5,711.8	12%	5,662.8	-1%	5,587.5	-1%	5,490.1	-2%	5,494.5	0%	8%
Graduate	1,735.8	1,726.3	-1%	1,678.6	-3%	1,643.4	-2%	1,641.8	0%	1,699.9	4%	-2%
Law	728.9	921.9	26%	956.4	4%	989.1	3%	1,059.8	7%	1,033.1	-3%	42%
Medical	480.3	570.6	19%	591.5	4%	588.2	-1%	605.6	3%	600.0	-1%	25%
Public Health	754	997.2	32%	1,091.8	9%	1,068.3	-2%	1,081.8	1%	1,108.4	2%	47%
Nursing	366.1	461.8	26%	492.8	7%	504.1	2%	616.2	22%	761.8	24%	108%
Theology	504	425.5	-16%	416.1	-2%	428.3	3%	423.3	-1%	401.9	-5%	-20%
Oxford	713.1	946.2	33%	948.9	0%	934.8	-1%	977.0	5%	978.0	0%	37%
TOTAL	12131.9	13,727.9	13%	13,881.9	1%	13,865.3	0%	14,055.9	1%	14,243.1	1%	17%

HC - Headcount enrollment

FTE - Full-time equivalent enrollment

Opening Fall Enrollment Comparison by Headcount

2007 compared with 2013 - 2017

	Fall 2007	Fall 2013		Fall 2014		Fall 2015		Fall 2016		Fall 2017		
	HC	HC	Change	HC	Change	HC	Change	HC	Change	HC	Change	Overall
Allied Health	418	521	25%	557	7%	592	6%	574	-3%	584	2%	40%
Business	1,420	1,544	9%	1,608	4%	1,666	4%	1,739	4%	1,727	-1%	22%
College	5,134	5,780	13%	5,703	-1%	5,631	-1%	5,539	-2%	5,522	0%	8%
Graduate	1,880	1,928	3%	1,879	-3%	1,839	-2%	1,857	1%	1,917	3%	2%
Law	732	944	29%	987	5%	1,016	3%	1,085	7%	1,077	-1%	47%
Medical	517	787	52%	917	17%	857	-7%	931	9%	937	1%	81%
Public Health	827	1,129	37%	1,217	8%	1,188	-2%	1,197	1%	1,212	1%	47%
Nursing	395	473	20%	501	6%	526	5%	670	27%	827	23%	109%
Theology	533	460	-14%	451	-2%	473	5%	485	3%	470	-3%	-12%
Oxford	714	947	33%	949	0%	936	-1%	978	4%	979	0%	37%
TOTAL	12,570	14,513	15%	14,769	2%	14,724	0%	15,055	2%	15,252	1%	21%

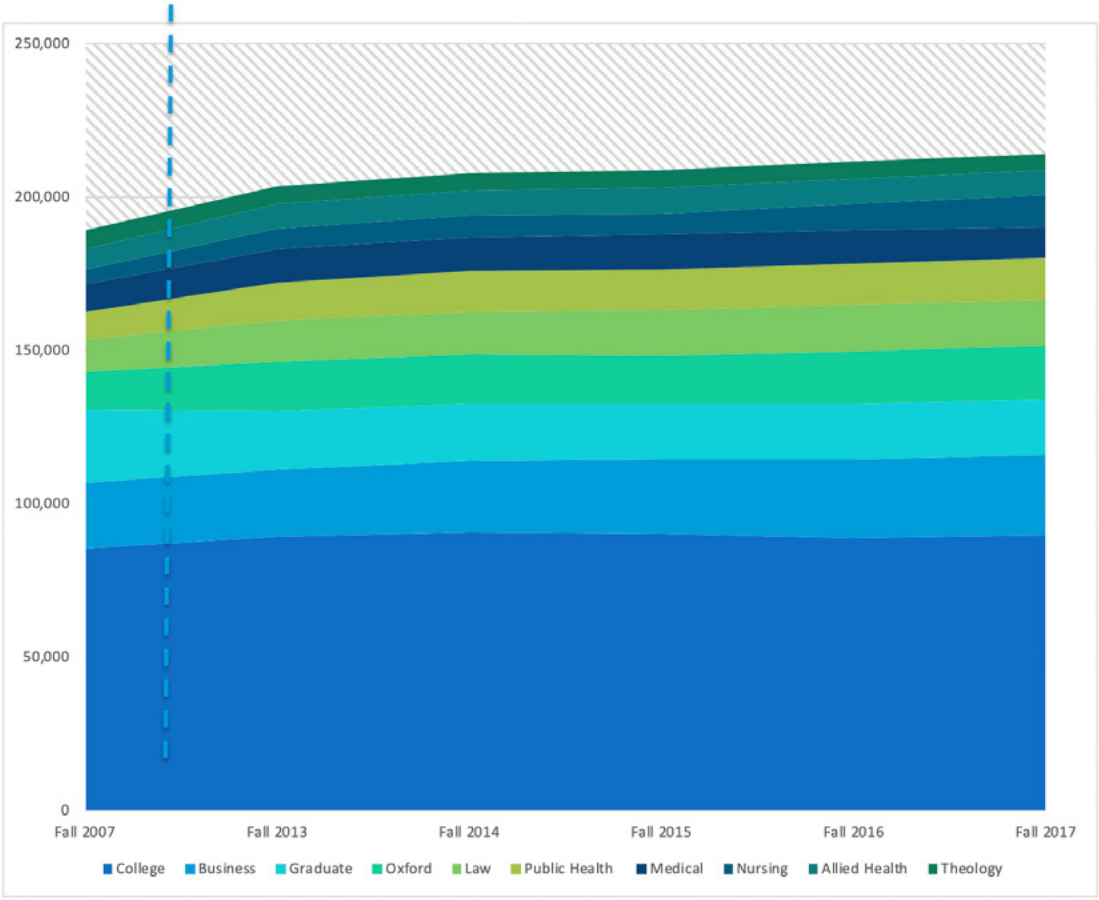
HC - Headcount enrollment

FTE - Full-time equivalent enrollment

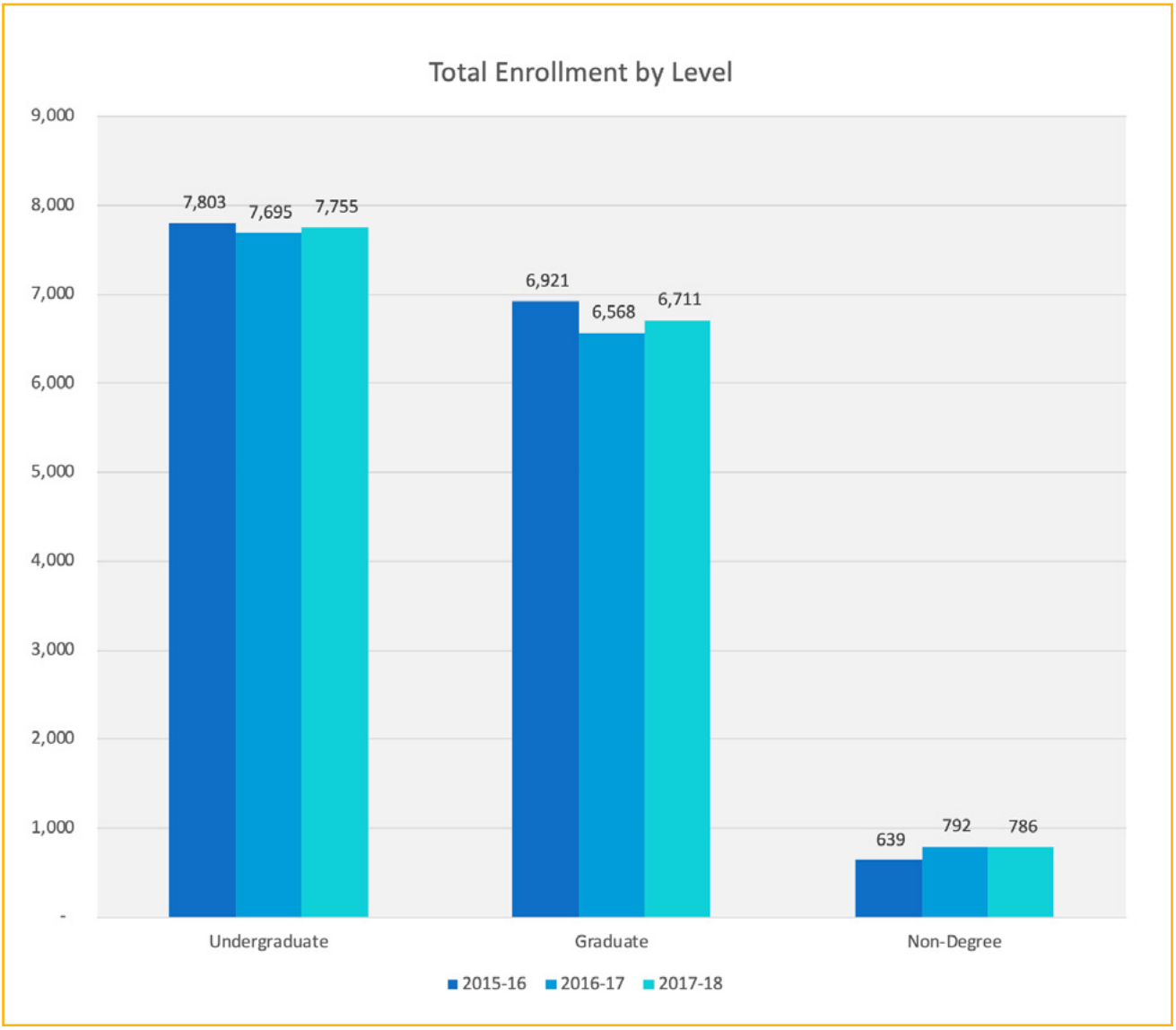
Enrollment *Breakdowns*

Total Credit Hours Taught by Career

	Fall 2007	Fall 2013		Fall 2014		Fall 2015		Fall 2016		Fall 2017		
	Hours	Hours	Change	Hours	Change	Hours	Change	Hours	Change	Hours	Change	Overall
Allied Health	6,602	8,142	23%	8,303	2%	8,333	0%	8,231	-1%	8,441	3%	28%
Business	21,363	21,583	1%	23,264	8%	24,547	6%	25,773	5%	26,083	1%	22%
College	85,640	89,461	4%	90,684	1%	90,039	-1%	88,944	-1%	89,618	1%	5%
Graduate	23,825	19,247	-19%	18,418	-4%	17,890	-3%	17,866	0%	18,461	3%	-23%
Law	10,467	13,147	26%	13,794	5%	14,400	4%	15,239	6%	14,969	-2%	43%
Medical	9,001	10,958	22%	11,155	2%	11,456	3%	11,008	-4%	9,557	-13%	6%
Public Health	8,705	12,539	44%	13,450	7%	13,272	-1%	13,604	3%	14,067	3%	62%
Nursing	4,889	6,495	33%	7,008	8%	7,057	1%	8,503	20%	10,499	23%	115%
Theology	6,547	5,625	-14%	5,364	-5%	5,663	6%	5,627	-1%	5,213	-7%	-20%
Oxford	12,448	16,118	29%	16,254	1%	16,041	-1%	16,925	6%	17,242	2%	39%
TOTAL	189,487	203,315	7%	207,694	2%	208,698	0%	211,720	1%	214,150	1%	13%

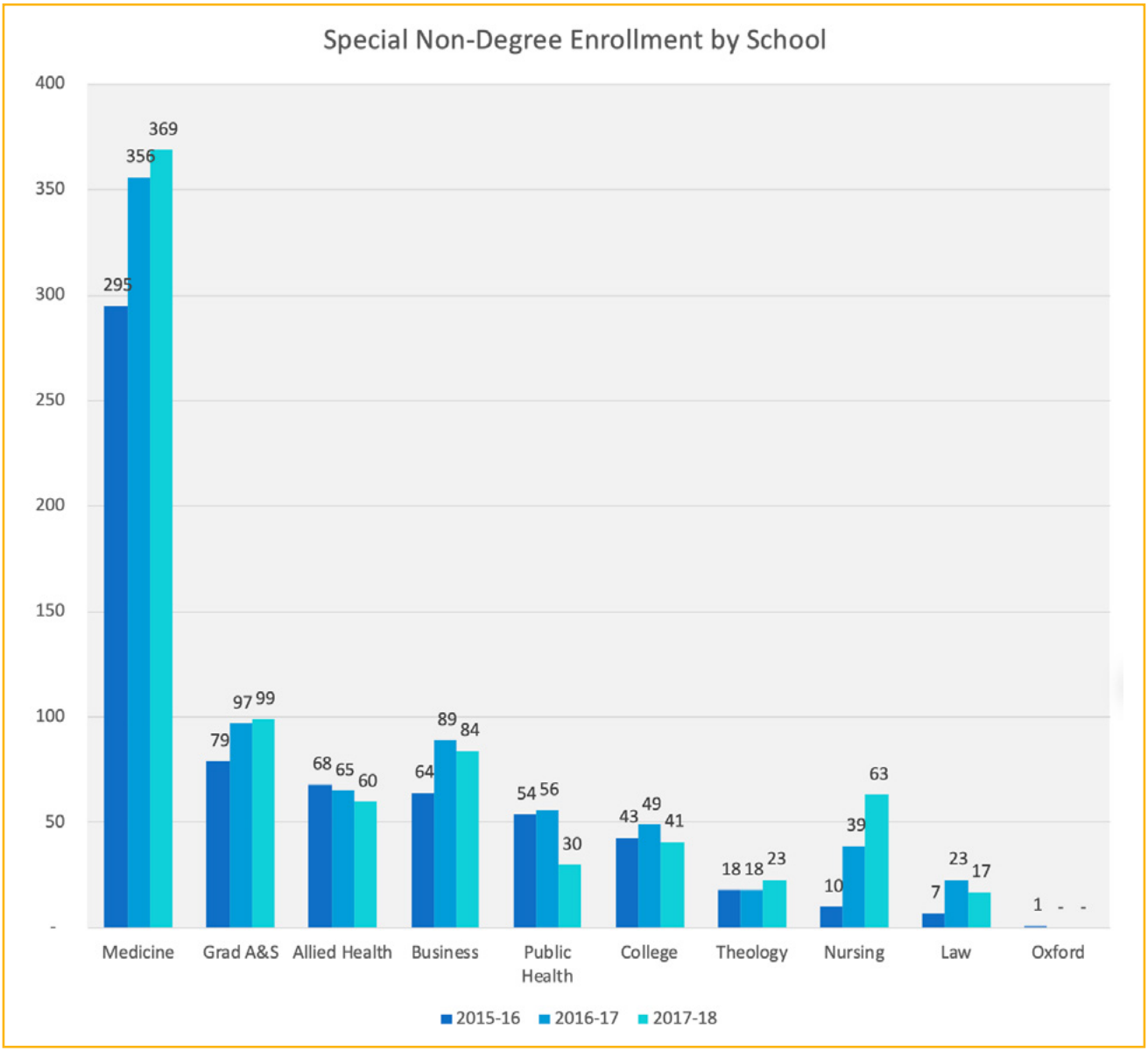


The table above shows total credit hour enrollment by school for the period Fall 2013 - Fall 2017Fall 2008 is provided as a point of reference, to allow for both a ten and five-year overall comparison.The area chart is meant to illustrate the change in volume over this period.

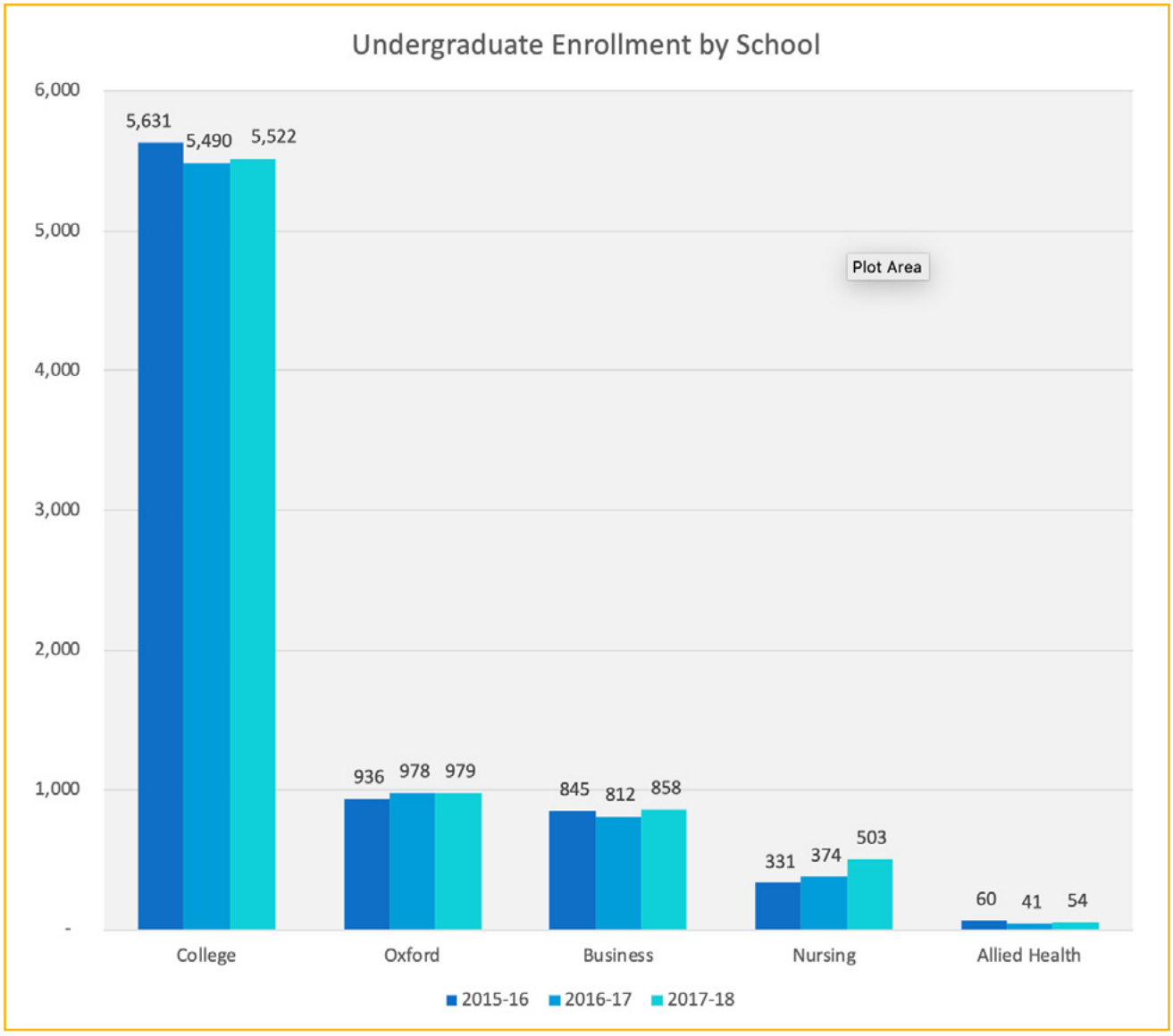


The chart above is provided to illustrate total enrollment headcount for the entire university, broken down by undergraduate, graduate, and non-degree levels. The experience period captured for this visualization is 2015-16 through 2017-18.

Retention Rates – *Emory College Only*

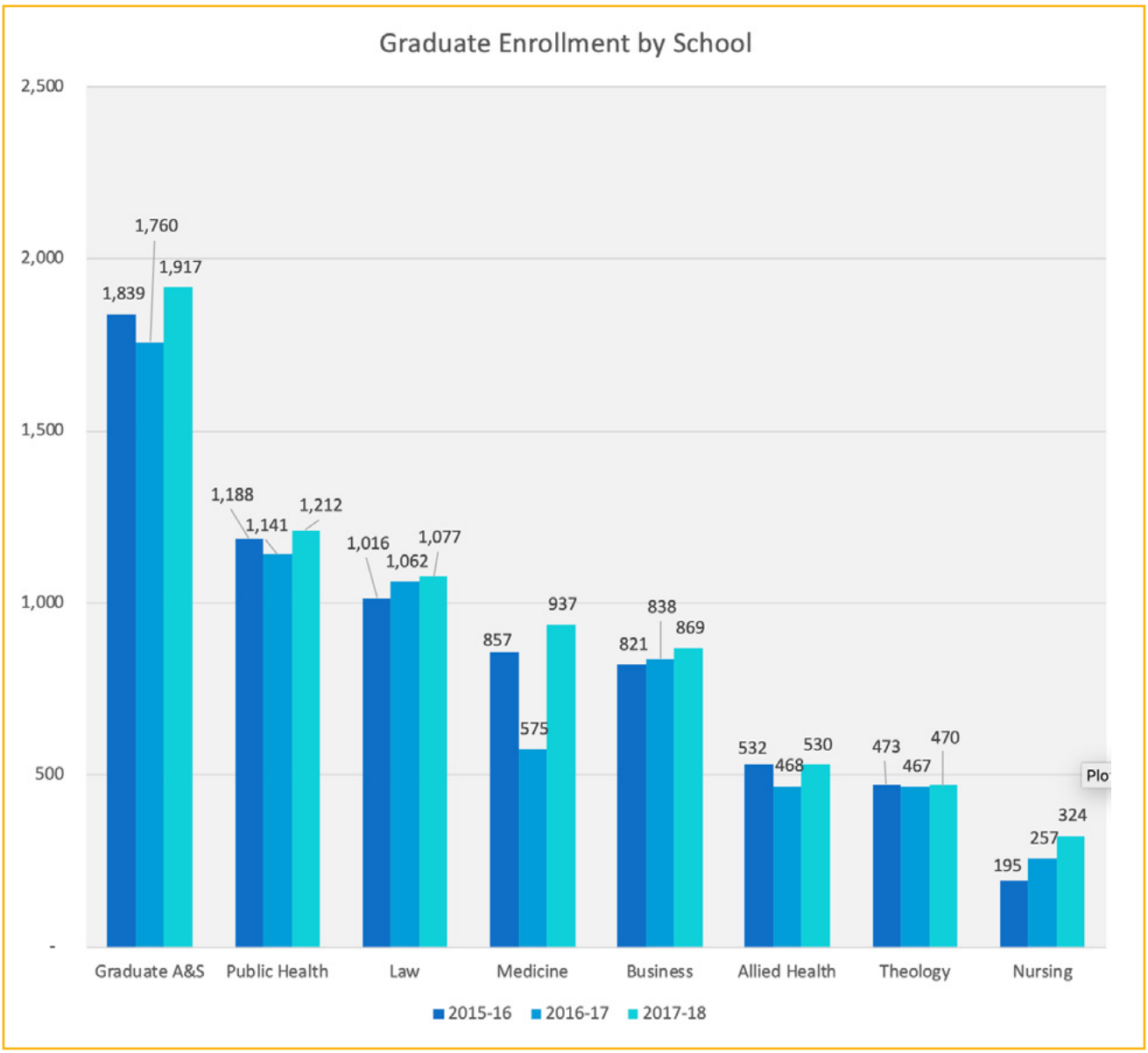


The chart above takes the non-degree aggregate counts, shown in the Total Enrollment by Level chart, and further breaks those down by school.

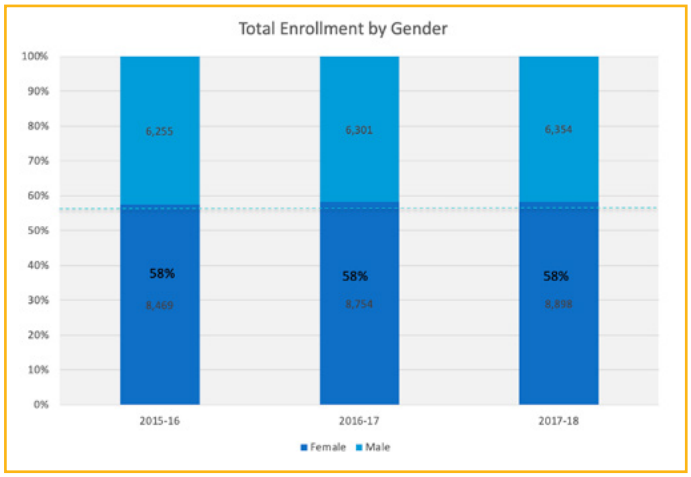


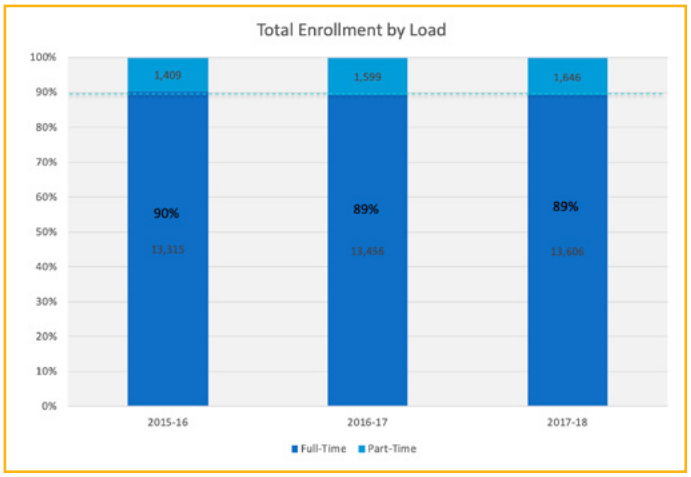
The chart above takes the aggregate undergraduate enrollment counts, shown in the Total Enrollment by Level chart, and further breaks those down by school.

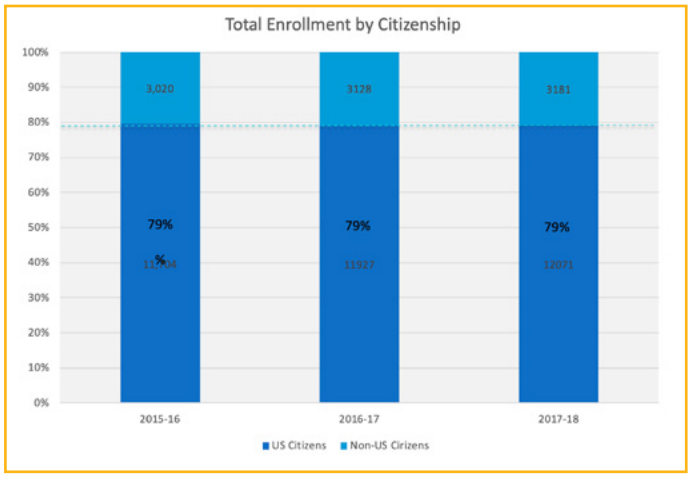
Retention Rates – *Emory College Only*

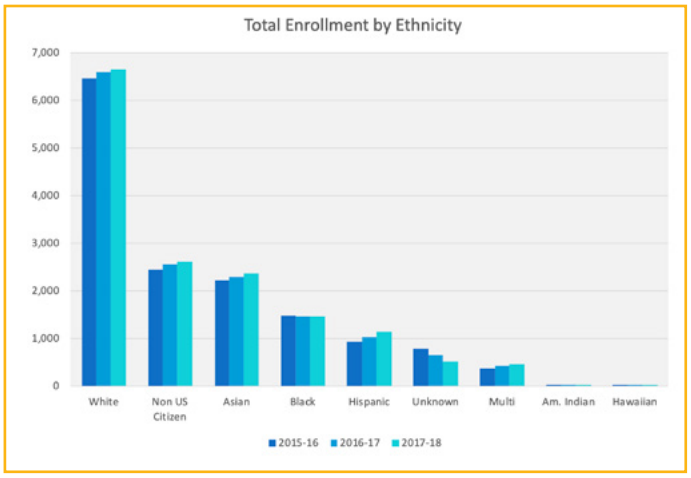


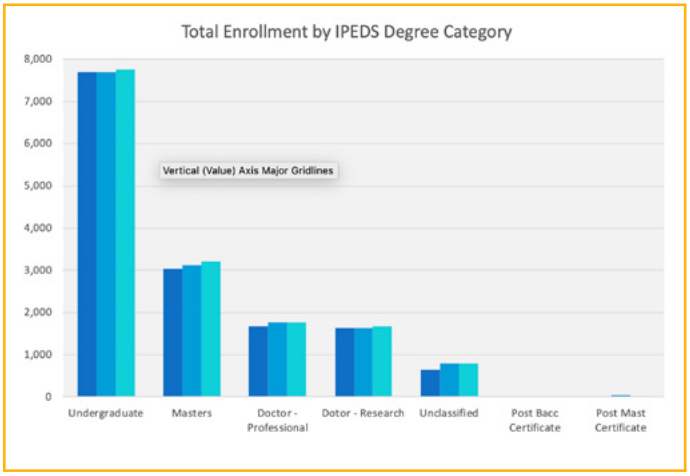
The chart above takes the aggregate graduate enrollment counts, shown in the Total Enrollment by Level chart, and further breaks those down by school.





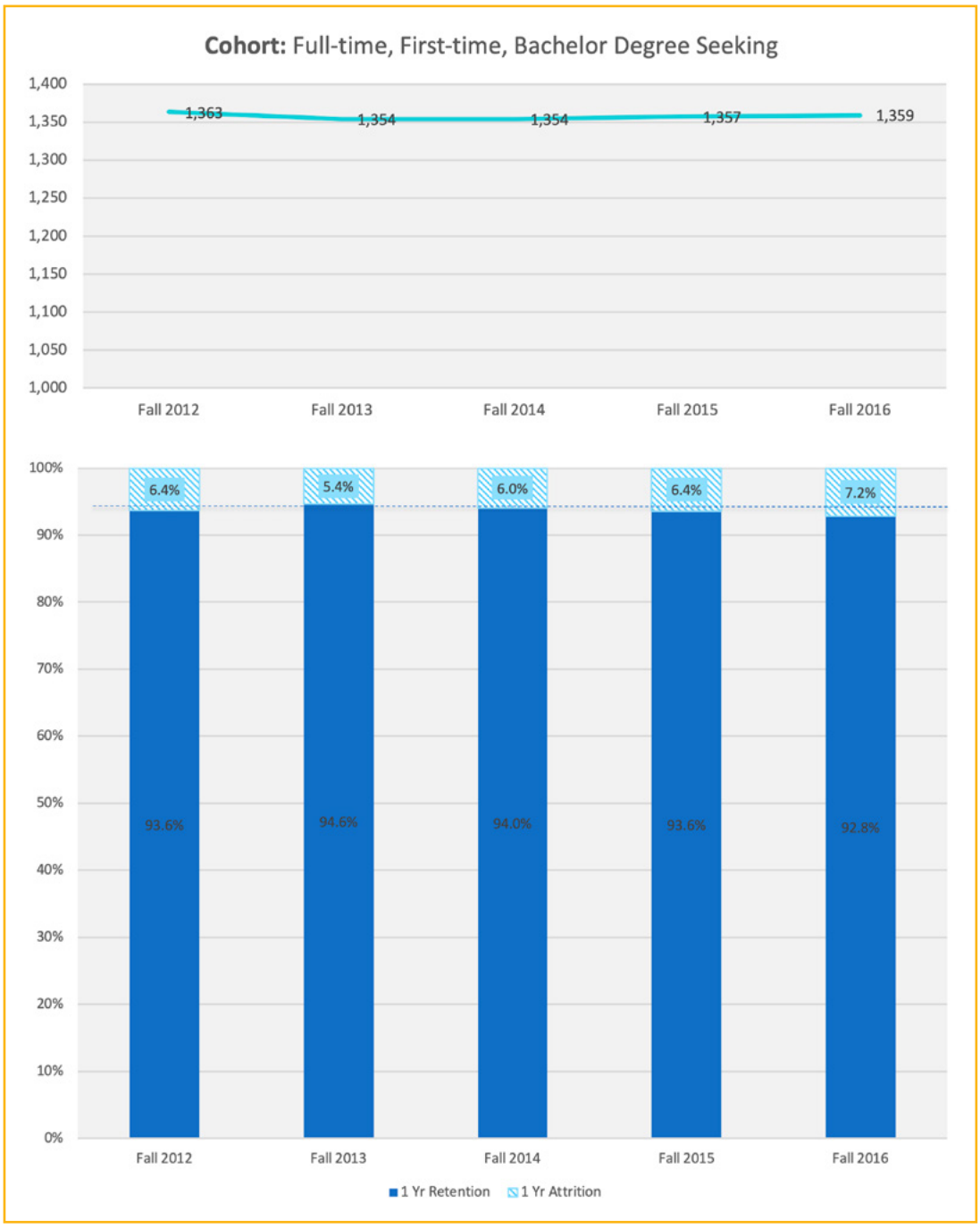






The charts above displays the gender, citizenship, full-time/part-time load, ethnicity, and IPEDS category breakdowns of total university enrollment for the experience period 2015-16 through 2017-18.

Retention Rates – *Emory College Only*



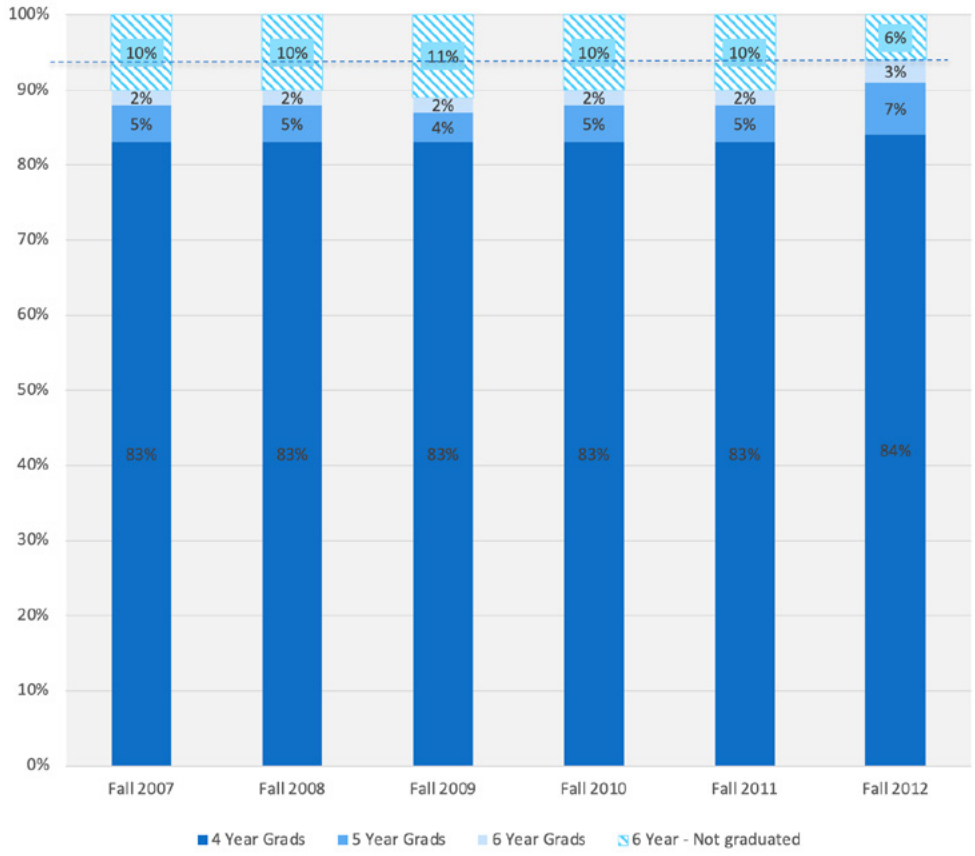
The line graph shown in the uppermost chart presents first-year, full-time, degree-seeking enrollment by year for the period Fall 2012 - Fall 2016. The lower chart reflects 1-year retention and attrition, and the bars are labeled by corresponding cohort. The blue portion of these bars represent the percent of the cohort that persisted beyond their first year of enrollment, while the smaller striped segment of the bars reflects the percentage of students that discontinued or otherwise moved on by attrition.

Graduation Rates – *Emory College Only*

Graduation Rates - Emory College Only

	Fall 2006	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012
Cohort	1,329	1,235	1,276	1,287	1,336	1,326	1,363

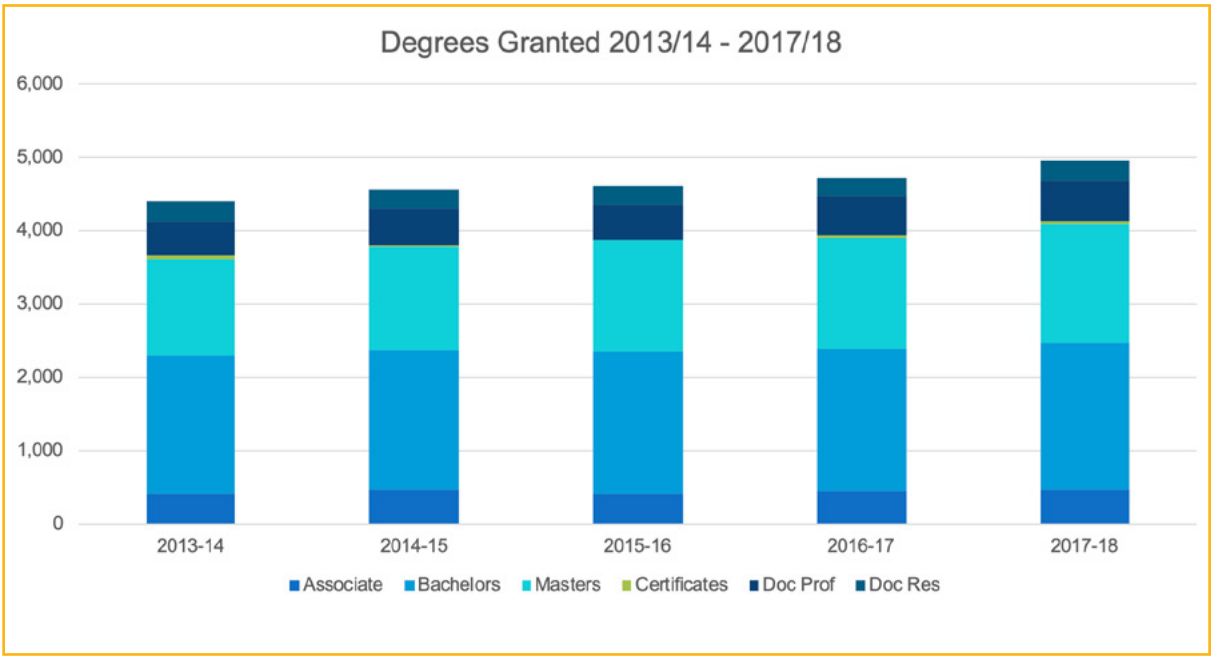
	Fall 2006	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012
4 Year Grads	84%	83%	83%	83%	83%	83%	84%
5 Year Grads	4%	5%	5%	4%	5%	5%	7%
6 Year Grads	2%	2%	2%	2%	2%	2%	3%
6 Year - Not graduated	10%	10%	10%	11%	10%	10%	6%



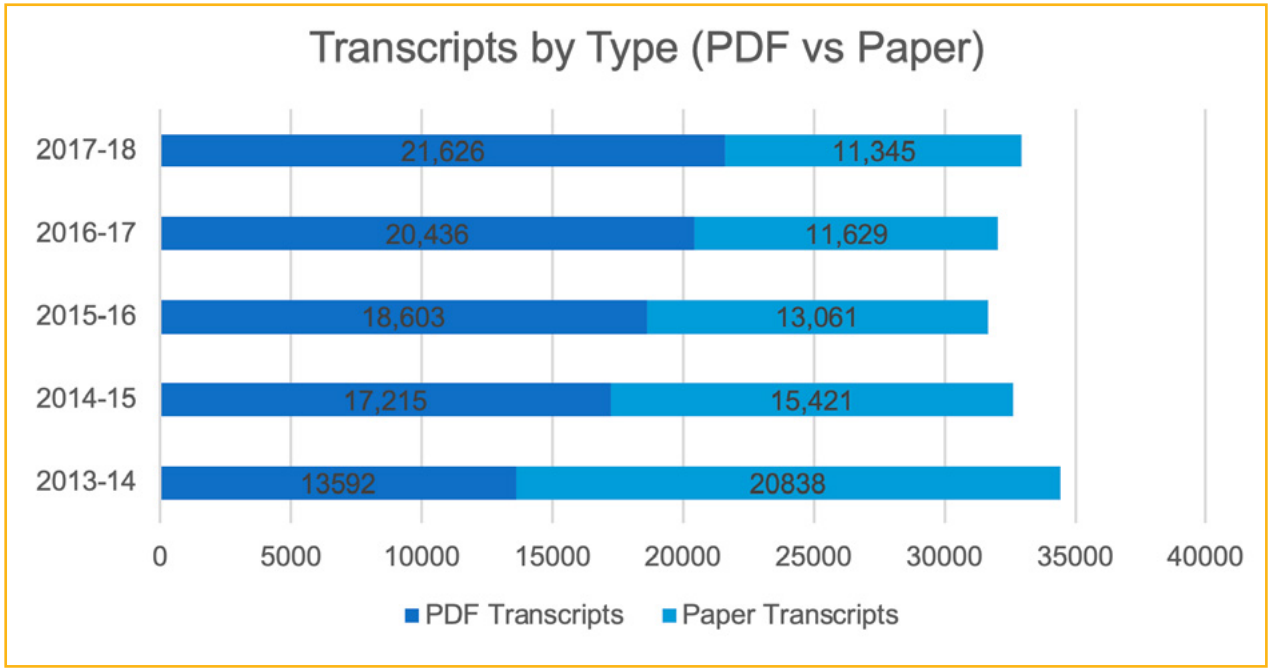
In order to show four, five, and six-year completion rates for Emory College, we have adjusted the scope of the above charts to present the experience for those cohorts entering Fall 2007 – Fall 2012. Like the previous page, the uppermost table presents first-year, full-time, degree seeking enrollments by incoming cohort. The lower chart reflects four to six-year completion rates in varying shades of blue, as shown in the provided legend. The striped portion of each bar represents the percentage of the cohort that did not complete their course of study within six years of initial enrollment.

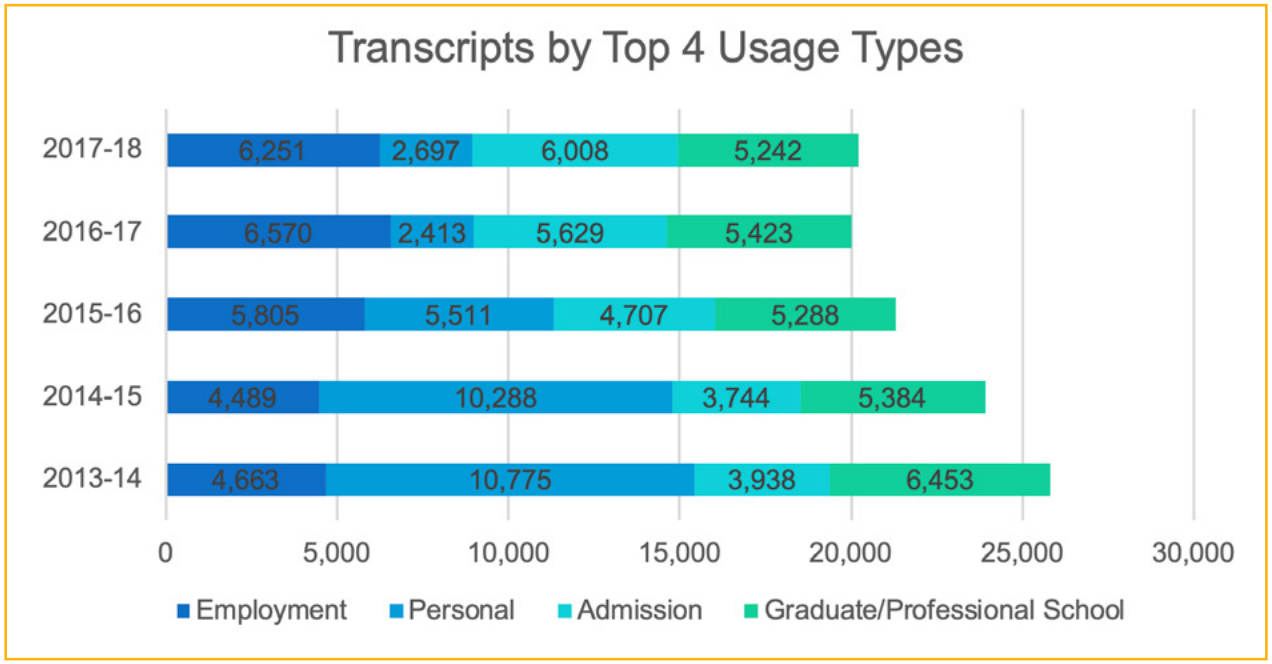
Degrees *Granted*

DEGREES GRANTED - 2013/14 - 2017/18					
Level	2013-14	2014-15	2015-16	2016-17	2017-18
Associate	415	465	418	457	466
Bachelors	1,887	1,901	1,933	1,931	2,000
Masters	1,313	1,426	1,518	1,513	1,639
Doctorates					
Professional					
Certificates	56	6	6	36	28
Doc Prof	468	507	486	534	549
Doc Res	271	263	251	251	276
Total Degrees Earned	4,410	4,568	4,612	4,722	4,958



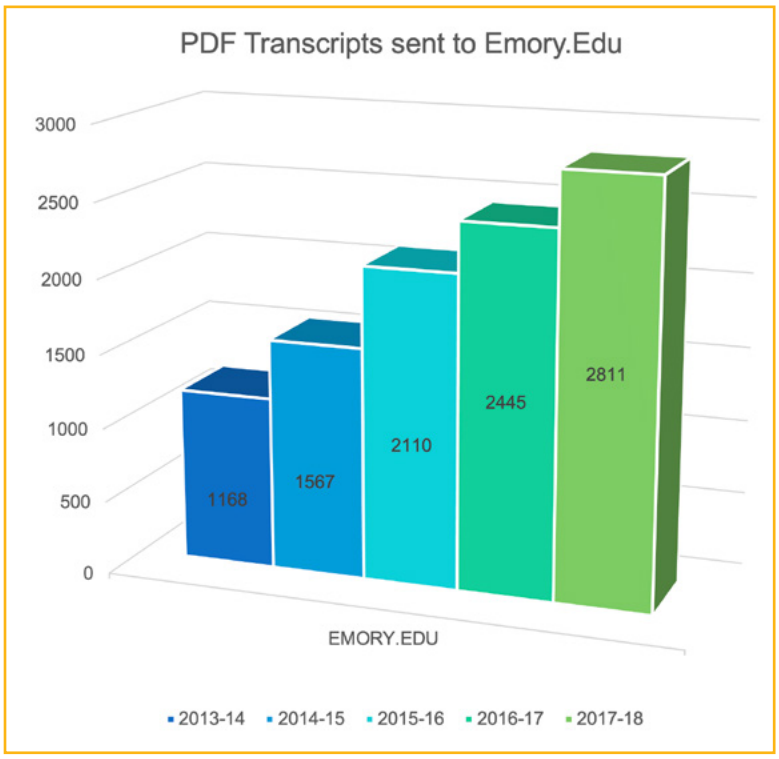
Transcripts *Processed*

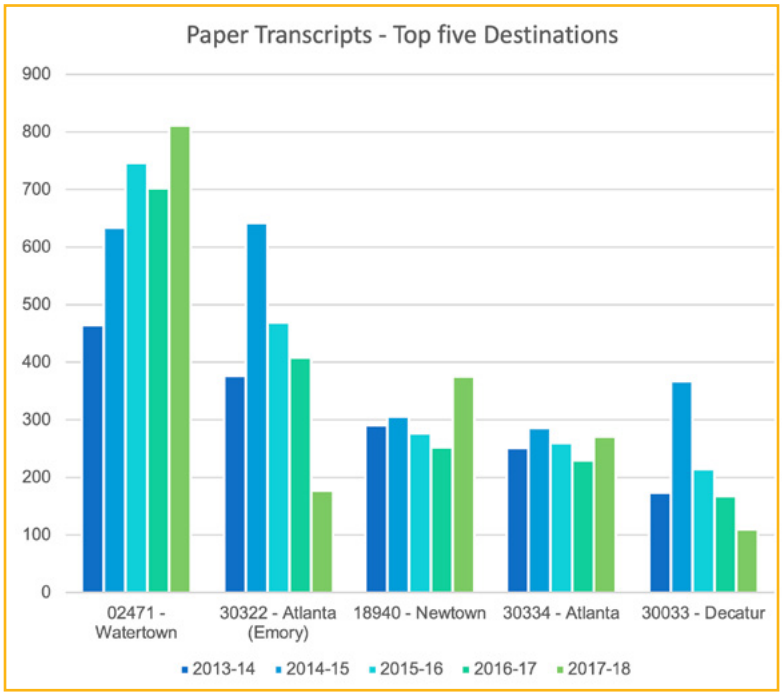




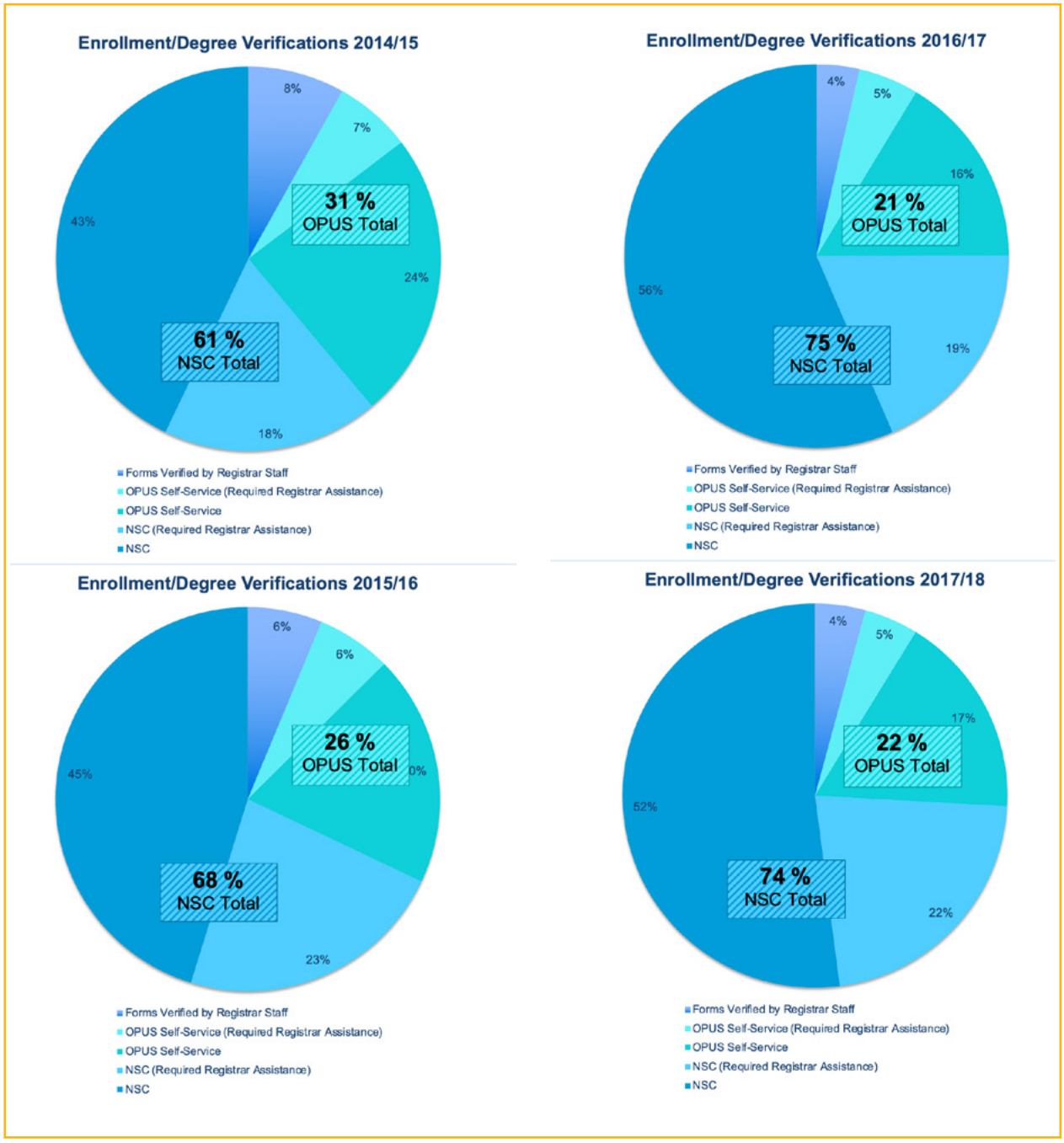
The charts above displays the breakdown of total transcript request type (PDF vs. Paper) and by top four requester-reported usage type for the experience period 2013-14 through 2017-18.

Transcripts *Processed*





The charts above displays the breakdown of the top destinations for both paper and PDF for the experience period 2013-14 through 2017-18.

Enrollment/Degree *Verifications Processed*

The following charts show the distribution of enrollment and degree verifications based on request source and staff involvement. The upward trend in NSC transaction indicate our increased optimization of verification services offered via the National Student Clearinghouse.