

EMORY



Office of the University Registrar

2018/19 ANNUAL REPORT

Message from the *Assistant Vice Provost & University Registrar*

I am pleased to present the Office of the University Registrar's Annual Report for the 2018-2019 academic year. New tools, staff changes, and the addition of the Student Information Systems team to the OUR, are a few highlights of the year.

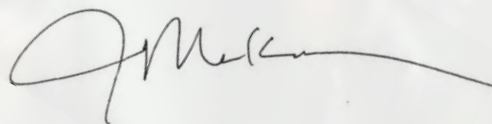
Working with our One Emory and EmoryUp partners, the OUR continues providing seamless pathways for our students. In addition to the key projects outlined in last year's report, (degree tracker, course atlas, and student registration), we continue leveraging tools to provide our students with seamless pathways for student success.

Effective April, 2019, the Student Information Systems Team (SIS) joined the Office of the University Registrar, with the Director of SIS serving in a leadership role to the Assistant Vice Provost and University Registrar. Under this new arrangement, the AVP/University Registrar will provide direction and oversight for managing the SIS team resources to support the strategic initiatives that are top priorities for the Office of the Provost.

To meet the needs of Enrollment and Emory UP, the SIS Governance team will partner with the AVP/University Registrar in developing change management strategies to:

- Articulate and document best practices
- Support the creation of workflow management
- Create communications to University stakeholders (i.e., updated org chart, titles, offices and space, etc.)
- Articulate a Phased-in Approach to long-term community needs to serve Enrollment, Provost Priorities, and Emory UP.

As a new academic year is already upon us, we are looking forward to the excitement new challenges present, with all the interactions we have with students, staff, faculty, and alumni that make our work so meaningful.



JoAnn McKenzie
Assistant Vice Provost and University Registrar



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OUR *Mission*



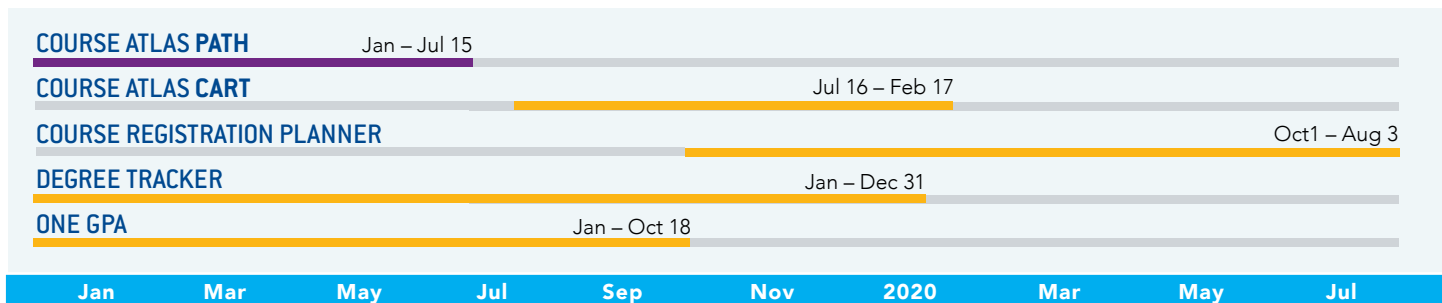
The Office of the Registrar at Emory University has as its function the charge and mission to:

- 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 committees relative to student records, registration, course offering, degree program auditing, etc.
- Certify, on behalf of the student, 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 Vice Provost whenever 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.”

2018-19 Goals & Accomplishments

OUR Strategic University Projects



COURSE ATLAS

- The new University Course Atlas, which went live on Monday, July 15, 2019, is a comprehensive search tool, which allows students, advisors, and administrators to find all information about classes offered in one convenient place. This tool was introduced as a direct response to feedback from the undergraduate community and is a critical part of the One Emory mission to simplify the registration experience.
- All undergraduate, graduate, and professional classes feed into the University Course Atlas. Students can plan to take an entry-level class outside of their program, study an advanced graduate-level topic, or complete their 4+1 requirements all from one handy resource.

COURSE REGISTRATION PLANNER

- Plans are underway to offer a new “click to register feature”—providing students the ability to initiate the registration process by seamlessly moving classes from the Atlas to their shopping cart in Opus.

DEGREE TRACKER

- The degree tracker team continues to work through implementation of identified 4+1 programs. In addition, Emory College of Arts & Science has created a survey to departments to get feedback on their degree tracker experience—we anticipate receiving the results of the survey in early spring.

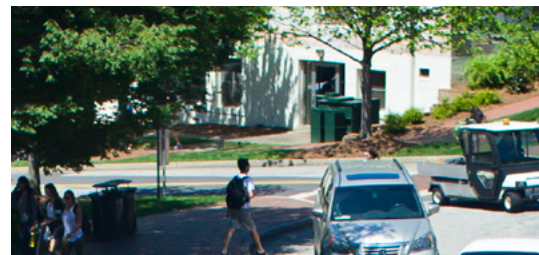
EVALUATION KIT

- Emory College rolled out in Fall 2018. In spring 2019, OUR spearheaded the “EvaluationKIT readiness survey” hosted in EvaluationKIT to gauge interest/readiness of other Emory Schools. Responses were used to inform decision makers to rollout Graduate Business School in fall 2019

ONE GPA

- Combined Undergraduate GPA setup is complete
- The Academic Pathway group recommended adjustments to the layout of the one undergraduate GPA on the transcript
- These changes were completed and 1:1 meetings with each school are planned to review the layout of the one undergraduate GPA on the transcript
- We anticipate providing the Deans the final prototype once the final format is received from the Academic Pathway group.

Academic Calendar



Achieving greater coordination of calendars across the University is critical to promoting closer connections among faculty and students from different schools. The Calendar Task Force presented recommendations to Provost McBride to:

- » Develop a revised year-round academic calendar, encompassing inter-sessions as well as new sessions within the fall and spring terms that mimic our current summer term sessions.
- » Create a distinct calendar for the Medical School
- » Implement distinct calendars for non-traditional programs such as Distance Accelerated BSN.

To accomplish this work, the University partnered with a consulting firm that specializes in calendar revision and module restructuring. Particular areas of focus will include:

- » Financial Aid Year or regulatory implications
- » Student Financials (e.g. billing and refunding)
- » Data governance
- » Housing
- » Reporting

Sierra-Cedar, Inc. has been chosen as the vendor for this project. Why Sierra? Sierra has experience with PeopleSoft Campus solutions and have been connected to other Emory initiatives (i.e., Opus Review), where recommendations for the academic calendar were addressed.

Proposed Calendar Solutions:

- » Extend term dates: Continue to use traditional calendars but extend the begin and end dates to fill the current empty periods between terms. That is, the academic calendars will follow one another for Nursing and /Grad Business and maybe others to avoid overlapping terms and to stay in compliance with Financial Aid.
- » Add more sessions: By adding more sessions and adjusting tuition and fees by sessions rather than term we will eliminate many of the issues that Student Financials is currently facing.
- » Add non-traditional calendars: Develop prototypes for DABSN and Grad Business MEMBA Programs as non-traditional prototypes that may be used as templates for future non-traditional calendars.
- » Medical calendar options: Create a Year-long calendar – This will allow for better records in OPUS when Medical exports data from their system to OPUS, and easier and more compliant processing in Financial Aid and Student Financials.
- » Business process improvements: Re-engineer Student Financials and Financial Aid business processes (changes range from data integrity issues, billing and payment issues, awarding and satisfactory academic progress problems to very manual processing that is a drain on resources).

This project will be of significant benefit to the University as our business practice will align with federal requirements to ensure continued receipt of Title IV funding for students.





Centralizing Student Records & Consolidating Registrar Functions and Services at Emory

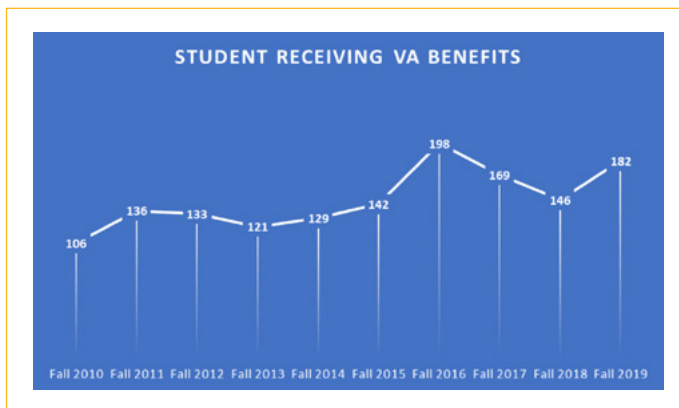
Currently, there are thirteen Registrar Liaison roles at Emory's nine schools with varying titles ranging from Director of Registration, Assistant Dean, and Senior Associate Director. These positions have no formal relationship to the central Registrar's Office. Regular Registrar Liaison meetings have built good will and collaboration, but there is a need to ensure consistent policy implementation, interpretation, and utilization of best practices to provide a high-quality student experience and ensure full compliance with accrediting regulations and federal laws and reporting requirements.

In spring 2019, the University Registrar led a process to centralize student records and consolidate registrar functions and services at Emory. Communication about the effort will come from the Provost's Office. Following this announcement, a working group of stakeholders will be established to inform and consult with consultants with the American Association of Collegiate Registrars and Admission Officers (AACRAO) to determine the business processes necessary to support the effort and develop a transition plan.

The results of this activity will be reported back to the Provost's Office and the Council of Deans.

Veteran Administration and Government Affairs

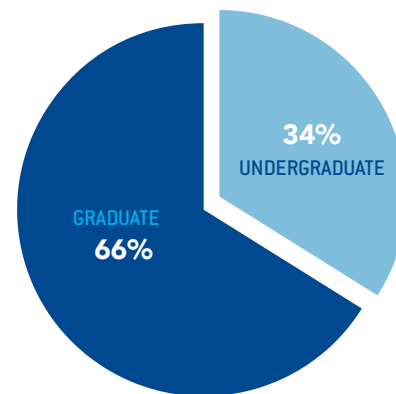
As the primary liaison between students and the US Department of Veteran Affairs (VA), the Office of the University Registrar is responsible for assisting students with the completion of the certification process, tracking of their payments, as well as helping them understand and navigate the variety of regulations and educational services provided by both the VA and Emory University.



The 2018-2019 academic year saw a 25% increase in the number of VA students thanks in part to the expansion of Emory's online program offerings such as the Juris Master, Modular MBA, and Accelerated Online BSN program. With many recipients transferring less than a full thirty-six months of benefits, online programs that offer convenient schedules, and short completion times will attract more veterans who can balance these programs with their military, work, and family obligations.

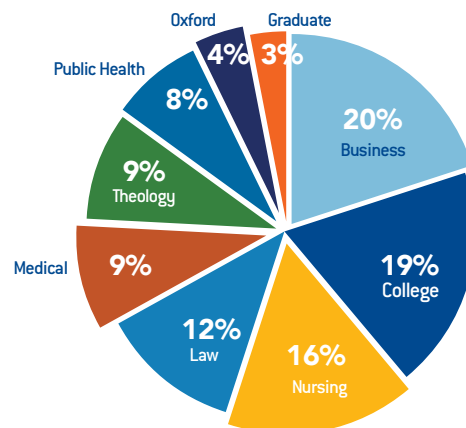
Veteran Population Analysis

CAREER LEVEL	NUMBER	PERCENTAGE
Undergraduate	61	34%
Graduate	121	66%
Total	182	



RECIPIENTS BY SCHOOL

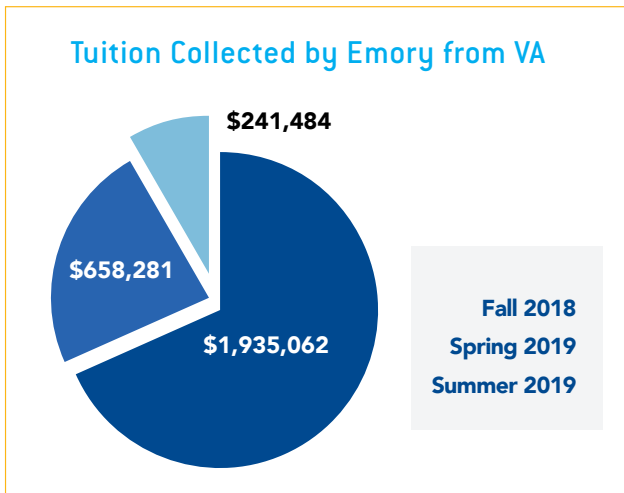
SCHOOL	NUMBER	PERCENTAGE
College	35	19%
Graduate	5	3%
Business	37	20%
Nursing	30	16%
Law	21	12%
Theology	16	9%
Public Health	15	8%
Medical	16	9%
Oxford	7	4%





VA Tuition Funds Analysis

Emory received a total of \$2,834,827 in Chapter 33 Post 9/11 funds during 2018-2019. Additionally, the University contributed a total of \$278,039 in Yellow Ribbon funds directly to VA recipients to assist with tuition and fee costs that exceed the VA annual funding cap. OUR renewed the Yellow Ribbon fund agreement with VA for the upcoming 2019-2020 academic year so that the University can continue to provide this funding to its veterans.



Fall of 2018 saw significant delays in tuition processing across the country due to the high volume of requests. Both the VA and OUR were quick to assure students that these delays would not keep them from attending classes and that Emory would not penalize students with finance charges while waiting for their funds to process. Taking note of Emory's (and other like minded university's policies) the VA amended the Veteran's Benefits and Transition Act to prohibit schools from penalizing VA recipients for a delay in funding.

Current and Prior Military Student Identification

We continue working with our school partners in establishing a self-identification system for all students who choose to disclose their previous or current military service. This initiative, which began in 2018, has recently completed the critical step of OPUS integration. The office will continue working with Admission staff members in all schools to implement this item into the enrollment process.

2019-2020 Goals and Initiatives

For the third year, we continue our strategic work with One Emory and the Emory Undergraduate Project (EmoryUP), engaging with colleges and others on all work efforts and service refinements that touch student data.

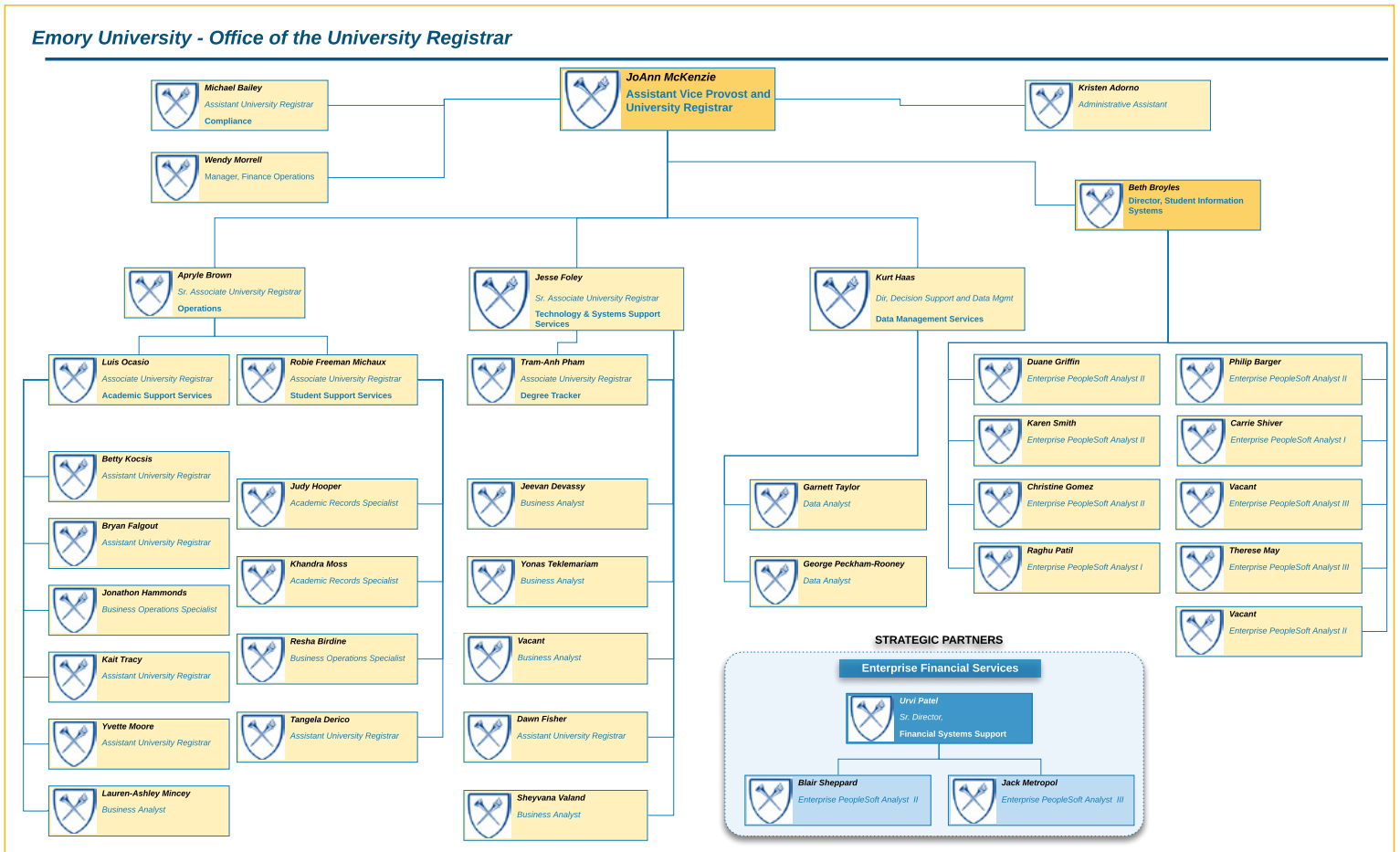
One Emory and EmoryUp Initiatives

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 experience more seamless, holistic and engaged. We will accomplish this by continuing our work on the following EmoryUP Projects:

- » Degree Tracker – Graduate and Professional Implementation
- » University Course Atlas Tool
- » University Curriculum and Course Planning
- » Student Schedule Registration Tool
- » Academic Calendar Revision Project
- » Enterprise Online Course Evaluations



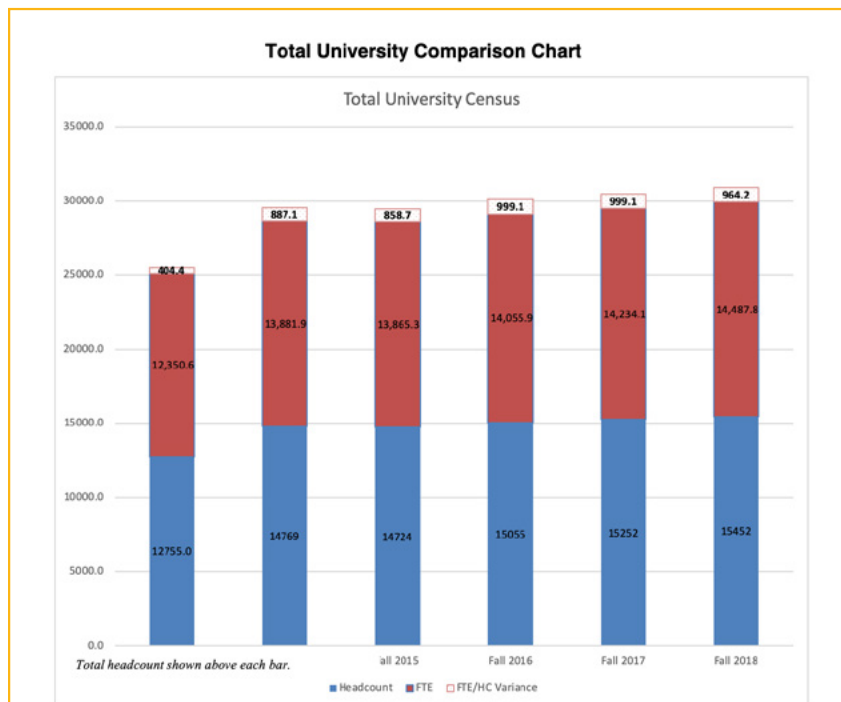
Office Organization and Core Services



By the Numbers

By The Numbers	2014-15			2015-16		2016-17		2017-18		2018-19	
	Value	Value	Change	Value	Change	Value	Change	Value	Change	Overall	
Data Requests	311	397	28%	245	-38%	309	26%	169	-45%	-46%	
Verifications Issued	20,022	28,792	44%	25,642	-11%	30,388	19%	33,375	10%	67%	
Transcripts Issued	32,636	31,664	-3%	32,065	1%	32,971	3%	32,927	0%	1%	
Grades Processed	148,309	153,232	3%	156,280	2%	160,010	2%	164,642	3%	11%	
Room Reservations	3,159	3,301	4%	3,320	1%	3,363	1%	3,340	-1%	6%	
One-Time-Event Schedule	3,741	3811	2%	4209	10%	5,083	21%	5,410	6%	45%	
Classes Scheduled	7,834	8,207	5%	8,276	1%	9,419	14%	14,456	53%	85%	
Course Curriculum Additions/Changes								1,098			
Degrees Awarded	4,569	4,626	1%	4,722	2%	4,958	5%	4,925	-1%	8%	
Testing and Evaluation Exams		1,124	NA	1,059	NA	913	-14%	880	-4%	-17%	
Cross Registration: Incoming	130	142	9%	103	-27%	95	-8%	156	64%	20%	
Cross Registration: Outgoing	72	95	32%	95	0%	116	22%	132	14%	83%	

Enrollment Breakdowns



The Total University Comparison chart represents fall enrollment for the period Fall 2014 - Fall 2018. Fall 2008 is provided as a point of reference, to allow for both a ten and five-year overall comparison. Total student headcount is shown in blue, and full-time equivalent or FTE are shown in red.

Enrollment Breakdowns (cont.)

Opening Fall Full-time Equivalent Comparison by Full-time Equivalent
2008 compared with 2014 - 2018

	Fall 2008	Fall 2014		Fall 2015		Fall 2016		Fall 2017		Fall 2018		Overall
	FTE	FTE	Change	FTE	Change	FTE	Change	FTE	Change	FTE	Change	
Allied Health	429	517.8	1%	527.4	2%	512.4	-3%	526.6	3%	536.1	5%	25%
Business	1,410.8	1,525.3	5%	1,594.2	5%	1,647.9	3%	1,638.9	-1%	1,621.1	-2%	15%
College	5,179.3	5,662.8	-1%	5,587.5	-1%	5,490.1	-2%	5,494.5	0%	5,652.9	3%	9%
Graduate	1,789.4	1,678.6	-3%	1,643.4	-2%	1,641.8	0%	1,699.9	4%	1,710.1	4%	-4%
Law	714.8	956.4	4%	989.1	3%	1,059.8	7%	1,033.1	-3%	1,028.3	-3%	44%
Medical	498	591.5	4%	588.2	-1%	605.6	3%	600.0	-1%	587.3	-3%	18%
Public Health	735.9	1,091.8	9%	1,068.3	-2%	1,081.8	1%	1,108.4	2%	1,124.6	4%	53%
Nursing	352.4	492.8	7%	504.1	2%	616.2	22%	761.8	24%	839.6	36%	138%
Theology	488.4	416.1	-2%	428.3	3%	423.3	-1%	401.9	-5%	395.8	-6%	-19%
Oxford	752.6	948.9	0%	934.8	-1%	977.0	5%	978.0	0%	992.0	2%	32%
TOTAL	12350.6	13,881.9	1%	13,865.3	0%	14,055.9	1%	14,243.1	1%	14,487.8	3%	17%

HC - Headcount enrollment

FTE - Full-time equivalent enrollment

Opening Fall Enrollment Comparison by Headcount
2008 compared with 2014 - 2018

	Fall 2008	Fall 2014		Fall 2015		Fall 2016		Fall 2017		Fall 2018		Overall
	HC	HC	Change	HC	Change	HC	Change	HC	Change	HC	Change	
Allied Health	439	557	7%	592	6%	574	-3%	584	2%	607	6%	38%
Business	1,516	1,608	4%	1,666	4%	1,739	4%	1,727	-1%	1,711	-2%	13%
College	5,214	5,703	-1%	5,631	-1%	5,539	-2%	5,522	0%	5,685	3%	9%
Graduate	1,925	1,879	-3%	1,839	-2%	1,857	1%	1,917	3%	1,901	2%	-1%
Law	715	987	5%	1,016	3%	1,085	7%	1,077	-1%	1,065	-2%	49%
Medical	506	917	17%	857	-7%	931	9%	937	1%	927	0%	83%
Public Health	810	1,217	8%	1,188	-2%	1,197	1%	1,212	1%	1,221	2%	51%
Nursing	371	501	6%	526	5%	670	27%	827	23%	880	31%	137%
Theology	506	451	-2%	473	5%	485	3%	470	-3%	462	-5%	-9%
Oxford	753	949	0%	936	-1%	978	4%	979	0%	993	2%	32%
TOTAL	12,755	14,769	2%	14,724	0%	15,055	2%	15,252	1%	15,452	3%	21%

HC - Headcount enrollment

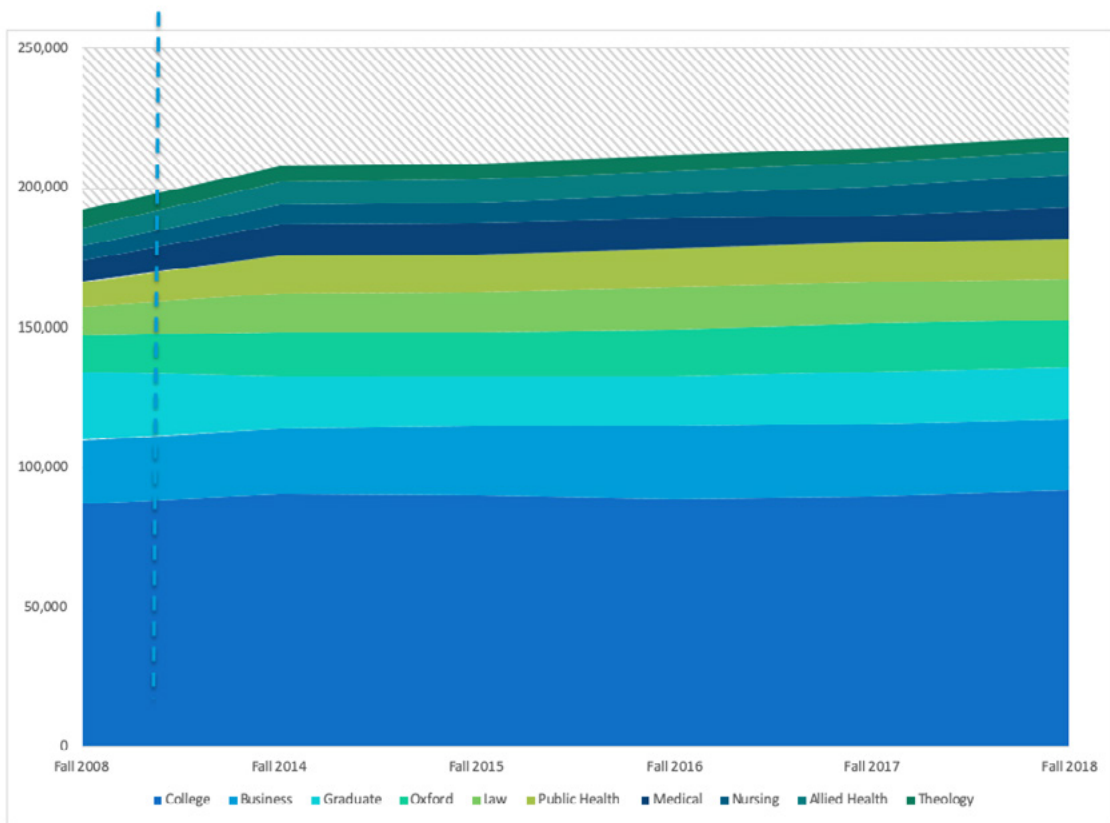
FTE - Full-time equivalent enrollment

Tables provide breakdowns of enrollment by individual school, in both FTE (upper table) and headcount. The percentages shown in the change columns indicate the percent change in enrollment volume as compared to the previous year, while the overall percentages indicate changes over the last ten years

Enrollment Breakdowns (cont.)

Total Credit Hours Taught by Career

	Fall 2008	Fall 2013		Fall 2014		Fall 2015		Fall 2016		Fall 2017		Fall 2018		Overall
	Hours	Hours	Change	Hours	Change	Hours	Change	Hours	Change	Hours	Change	Hours	Change	
Allied Health	6,783	8,142	20%	8,303	2%	8,333	0%	8,231	-1%	8,441	3%	8,630	5%	27%
Business	22,920	21,583	-6%	23,264	8%	24,547	6%	25,773	5%	26,083	1%	25,397	-1%	11%
College	86,849	89,461	3%	90,684	1%	90,039	-1%	88,944	-1%	89,618	1%	91,772	3%	6%
Graduate	24,431	19,247	-21%	18,418	-4%	17,890	-3%	17,866	0%	18,461	3%	18,789	5%	-23%
Law	10,450	13,147	26%	13,794	5%	14,400	4%	15,239	6%	14,969	-2%	14,927	-2%	43%
Medical	7,708	10,958	42%	11,155	2%	11,456	3%	11,008	-4%	9,557	-13%	11,362	3%	47%
Public Health	8,704	12,539	44%	13,450	7%	13,272	-1%	13,604	3%	14,067	3%	14,126	4%	62%
Nursing	4,909	6,495	32%	7,008	8%	7,057	1%	8,503	20%	10,499	23%	11,412	34%	132%
Theology	6,327	5,625	-11%	5,364	-5%	5,663	6%	5,627	-1%	5,213	-7%	5,001	-11%	-21%
Oxford	13,133	16,118	23%	16,254	1%	16,041	-1%	16,925	6%	17,242	2%	16,827	-1%	28%
TOTAL	192,214	203,315	6%	207,694	2%	208,698	0%	211,720	1%	214,150	1%	218,243	3%	14%



Tables illustrate total credit hour enrollment by school for the period Fall 2014 - Fall 2018. Fall 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.

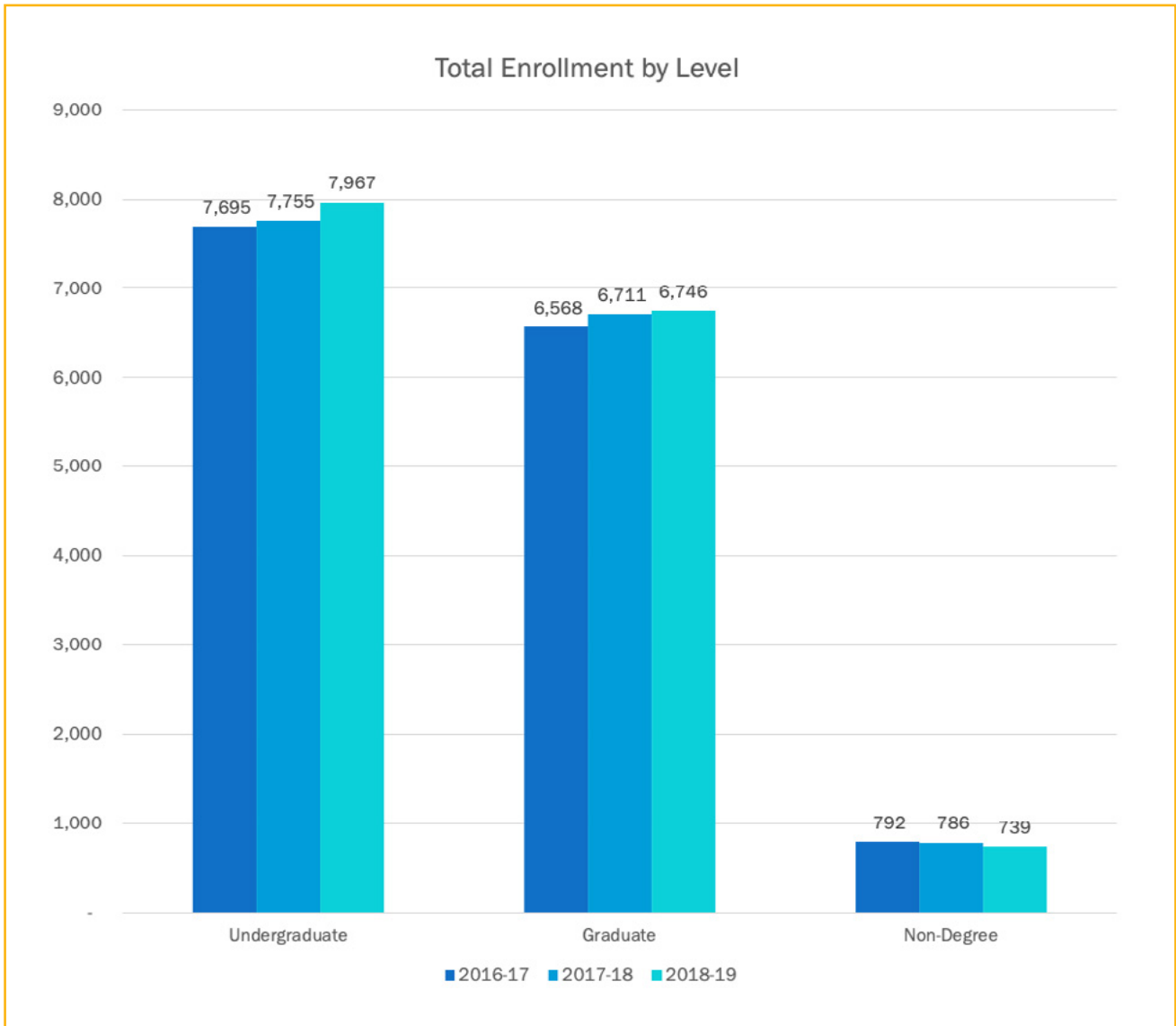


Chart illustrates total enrollment headcount for the entire university, broken down by undergraduate, graduate, and non-degree levels. The experience period captured for this visualization is 2016-17 through 2018-19.

Enrollment Breakdowns (cont.)

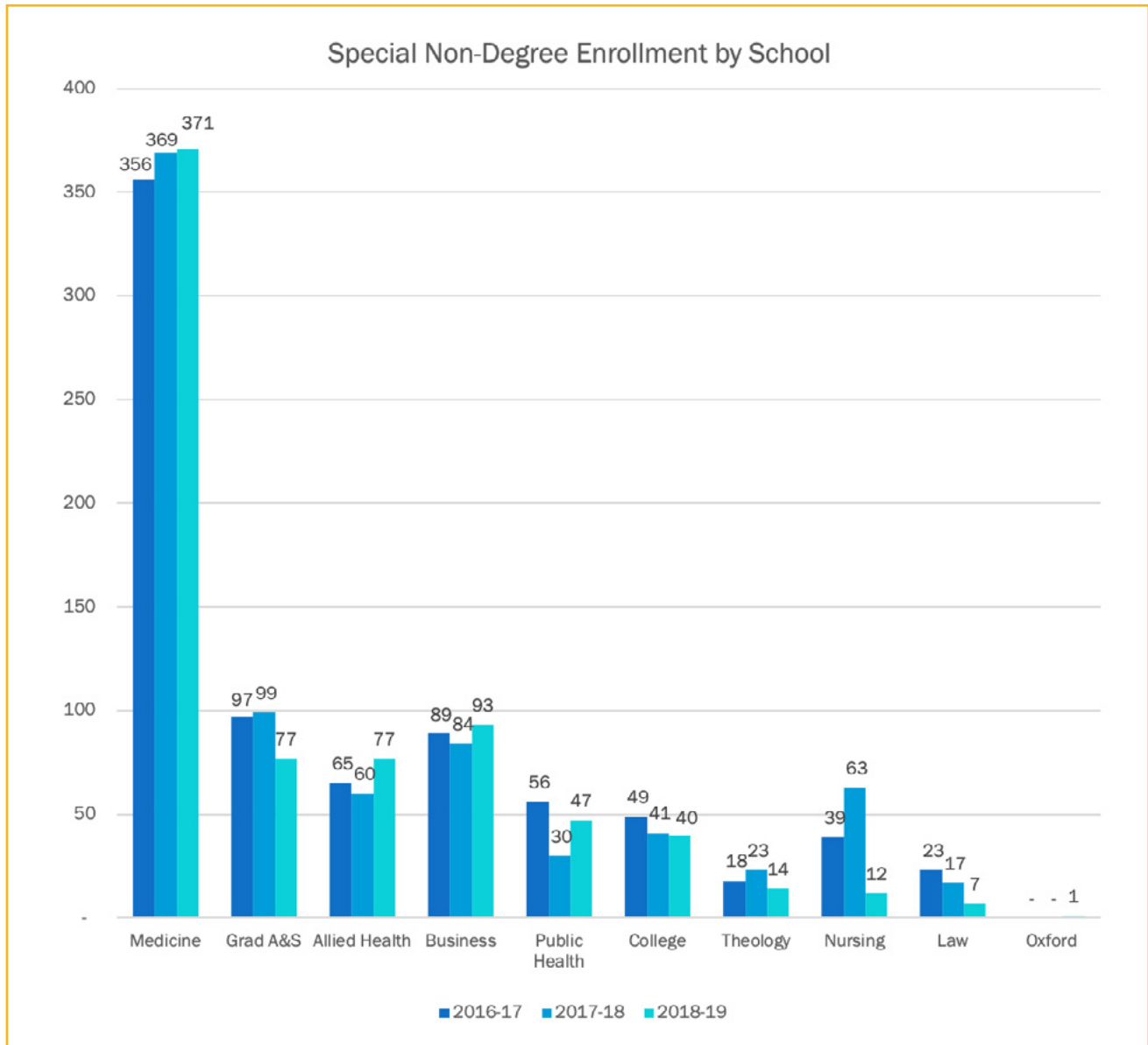


Chart illustration shows non-degree aggregate counts, shown in the Total Enrollment by Level chart, and further breaks those down by school.

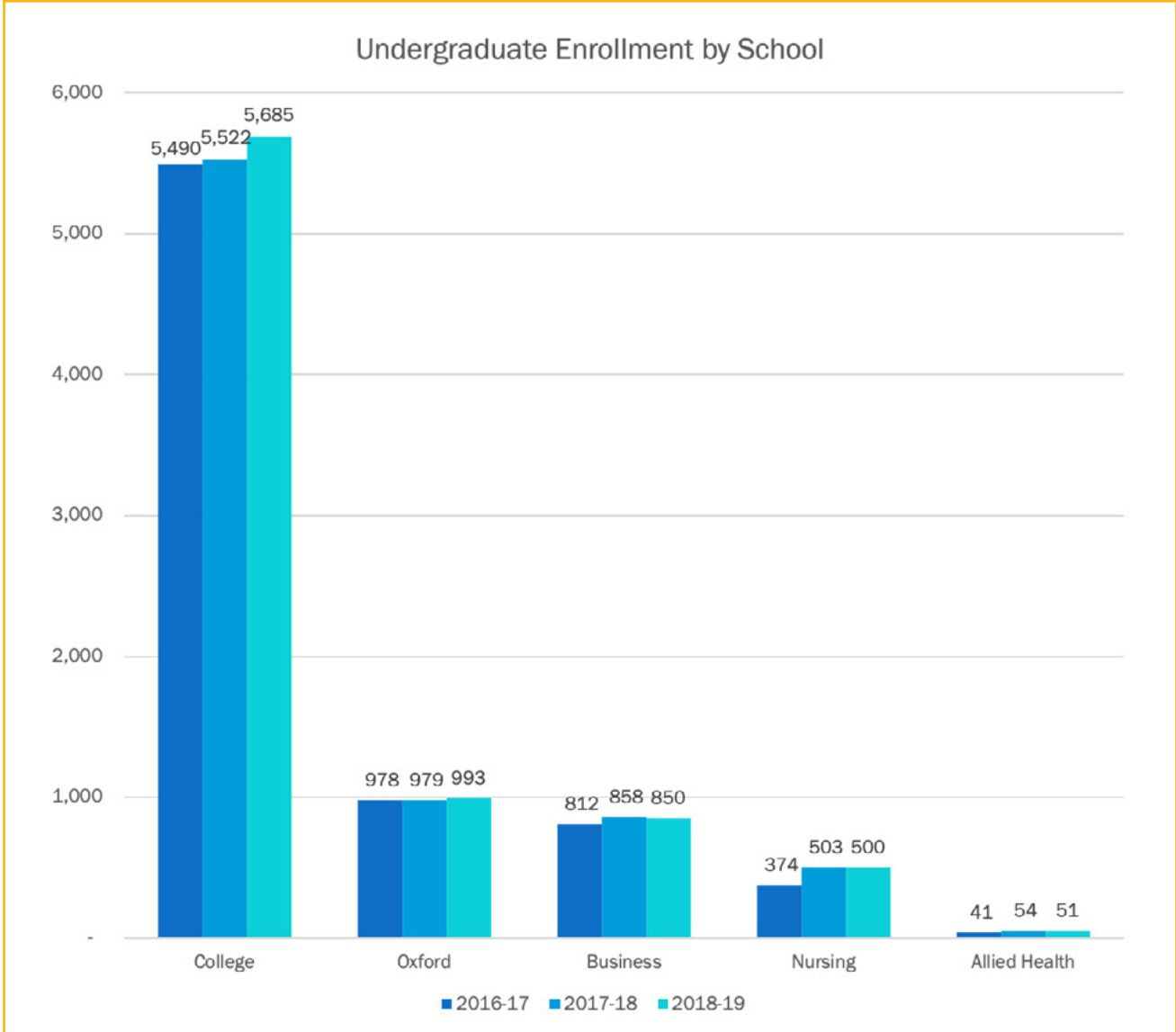


Chart illustration shows aggregate undergraduate enrollment counts, shown in the Total Enrollment by Level chart, and further breaks those down by school.

Enrollment Breakdowns (cont.)

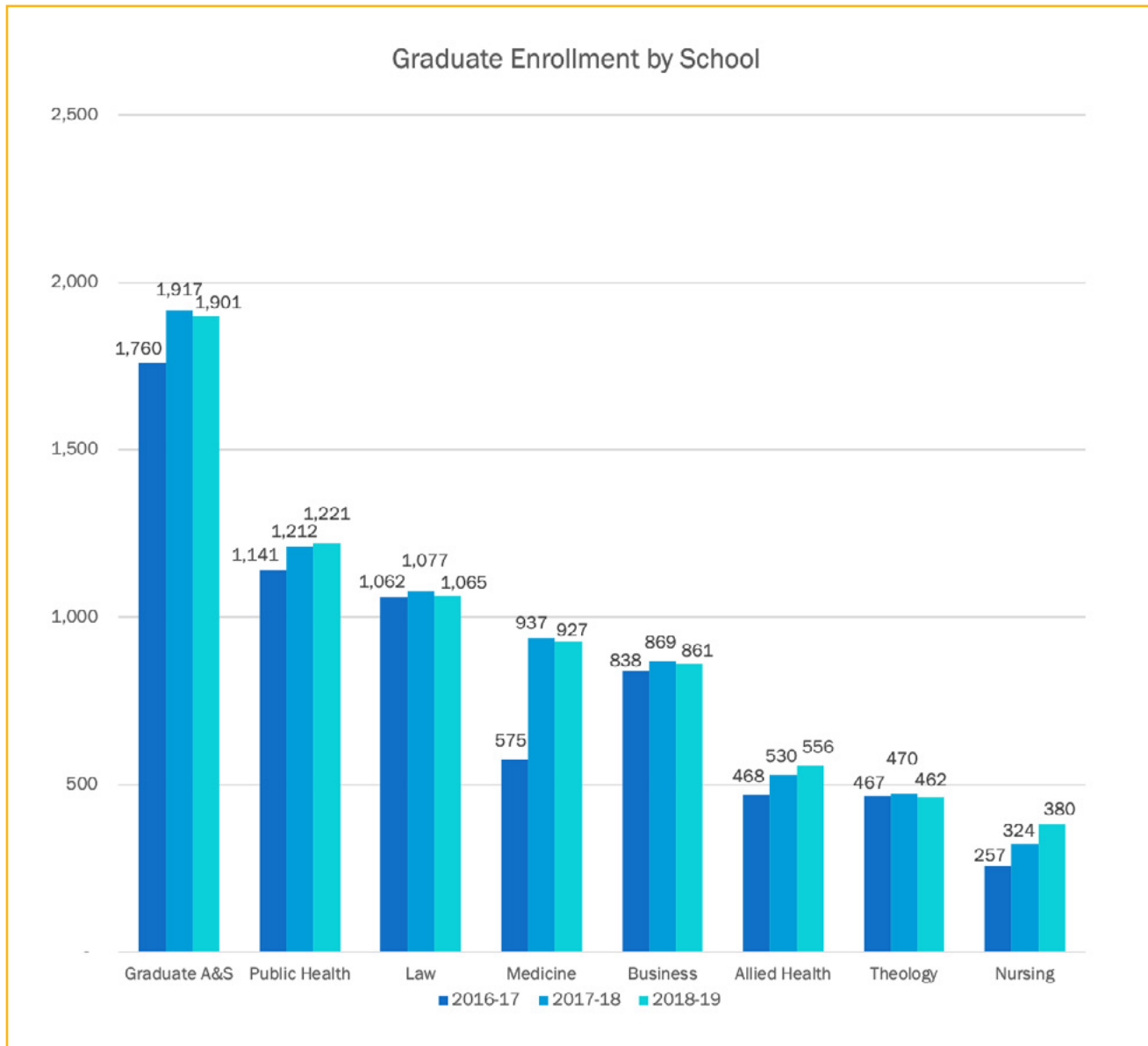


Chart illustration shows aggregate graduate enrollment counts, shown in the Total Enrollment by Level chart, and further breaks those down by school.

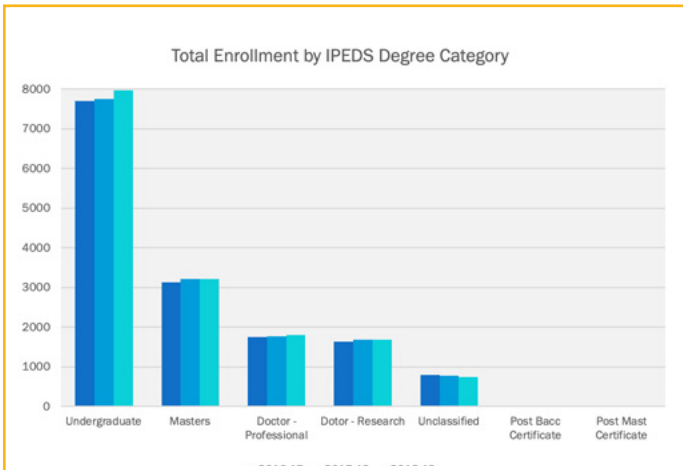
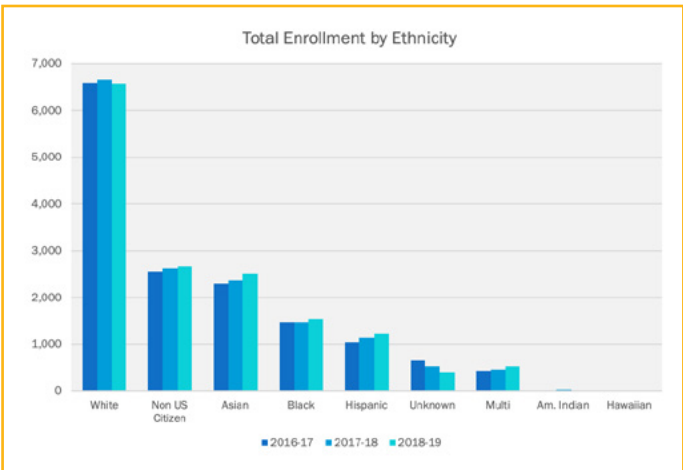
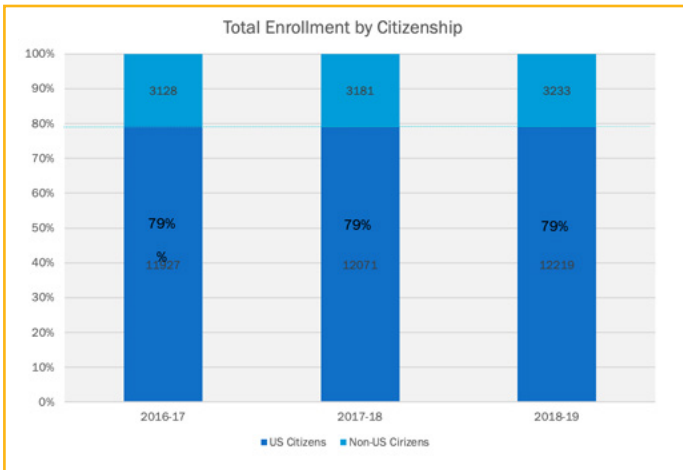
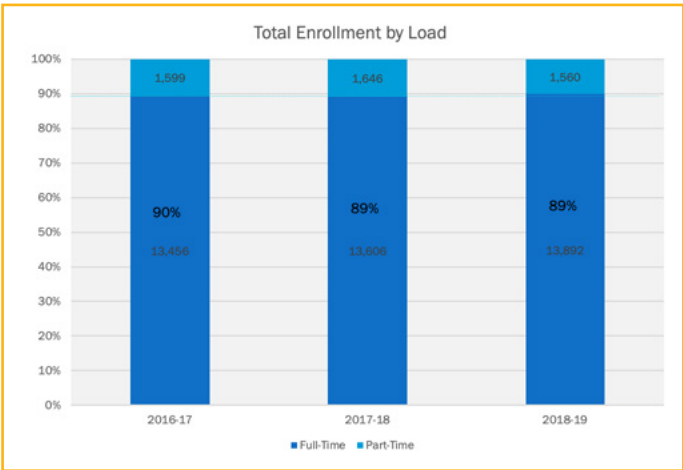
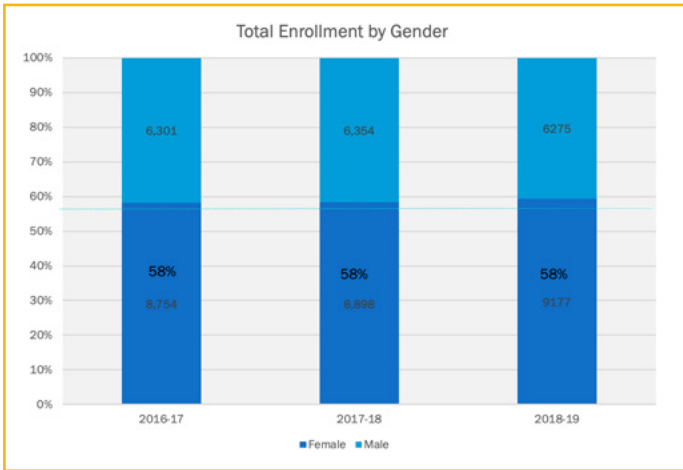
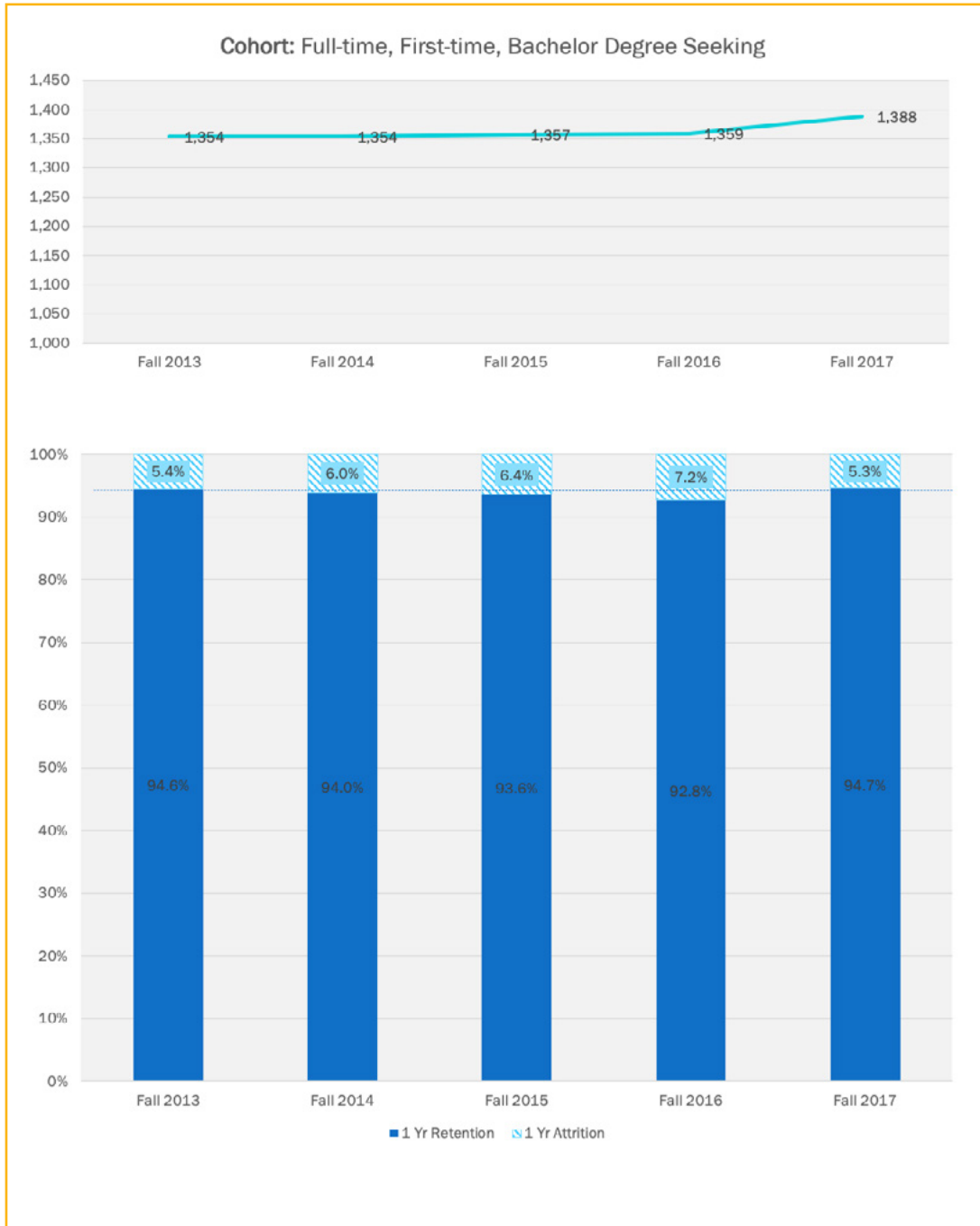


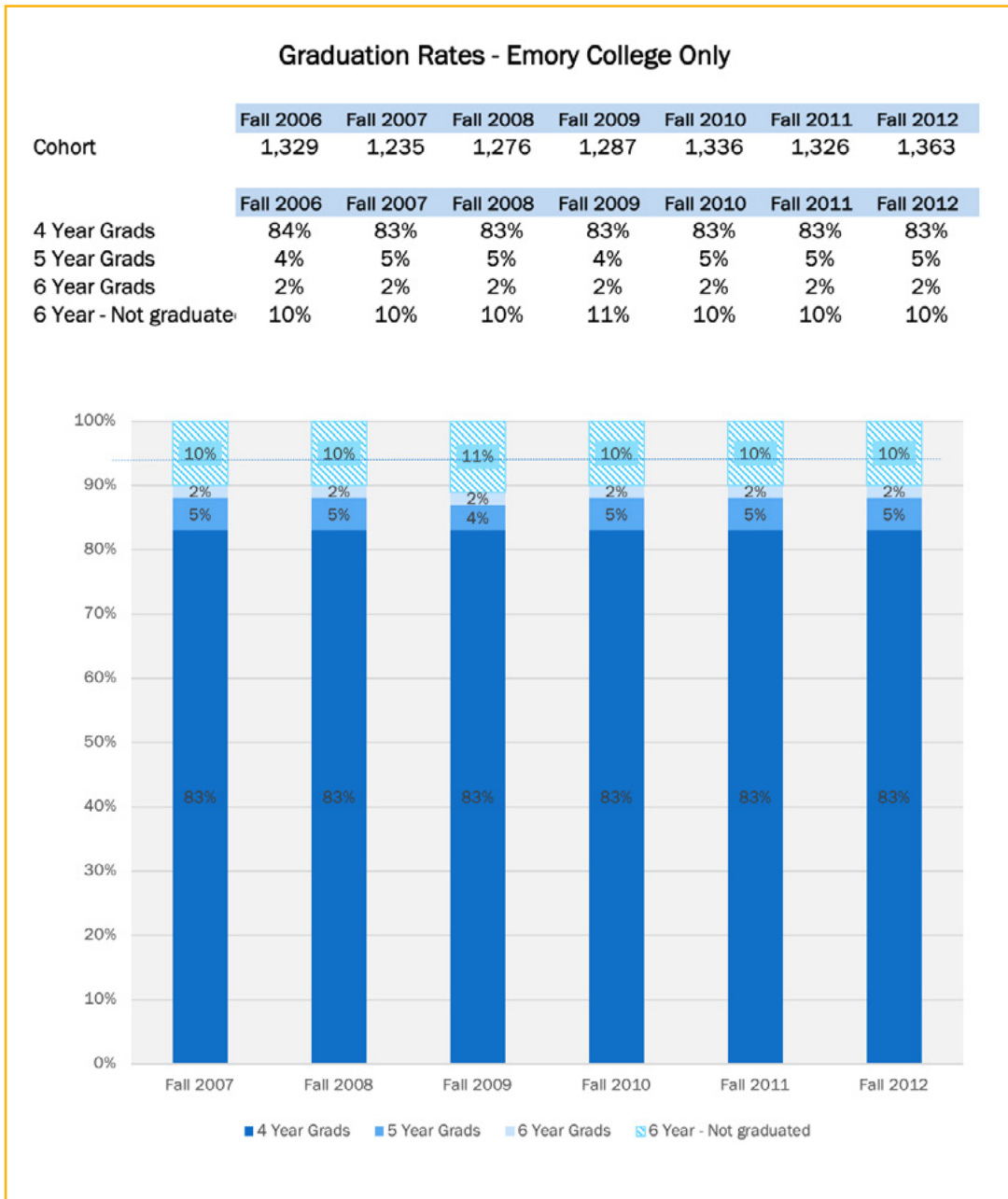
Chart illustration shows gender, citizenship, full-time/part-time load, ethnicity, and IPEDS category breakdowns of total university enrollment for the experience period 2016-17 through 2018-19.

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 2013 - Fall 2017. 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.

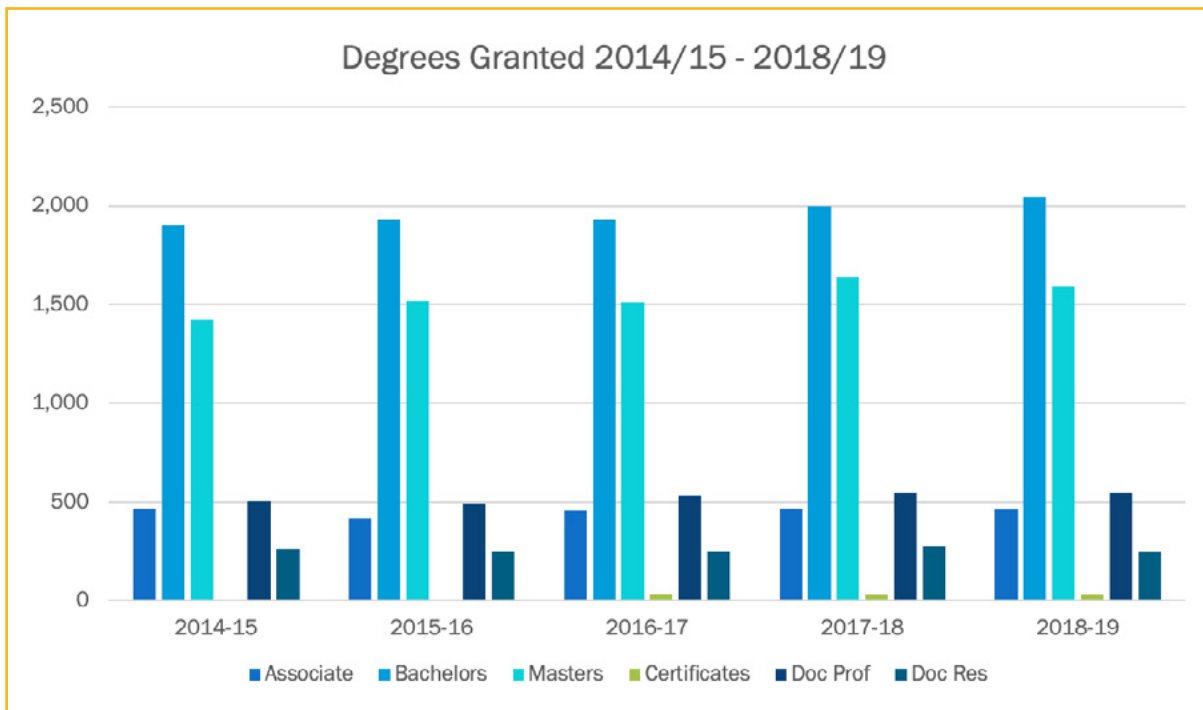
Graduation Rates – Emory College Only



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 2008 – Fall 2013. 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.

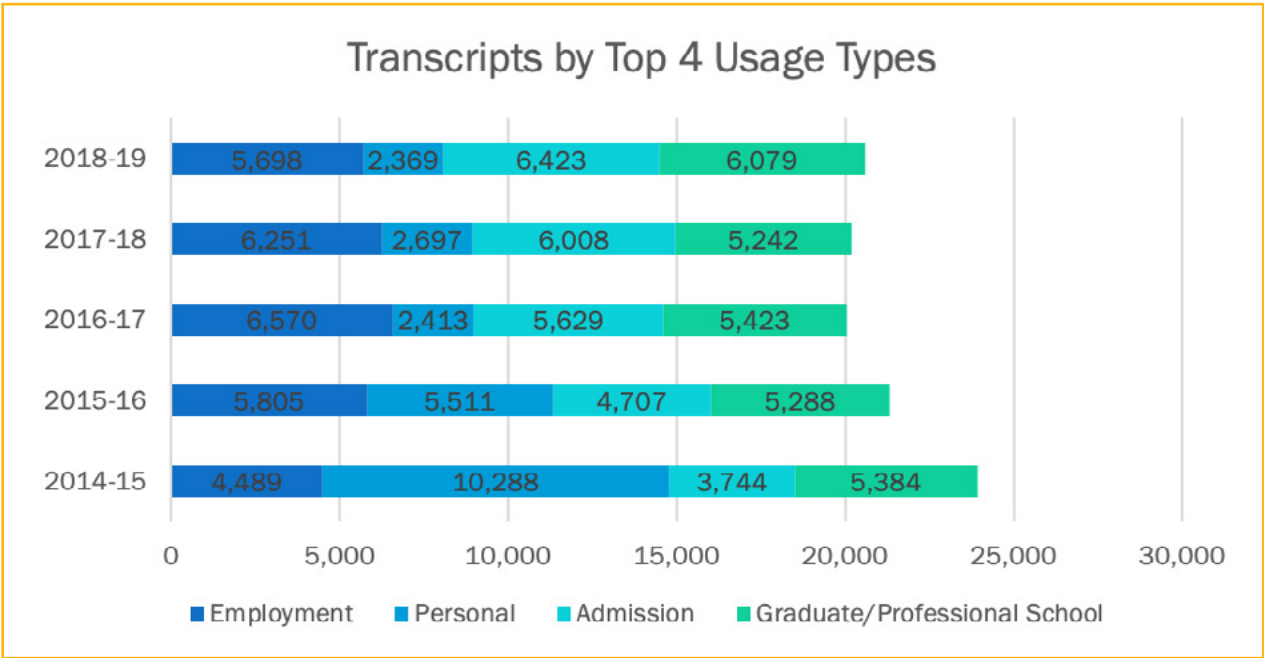
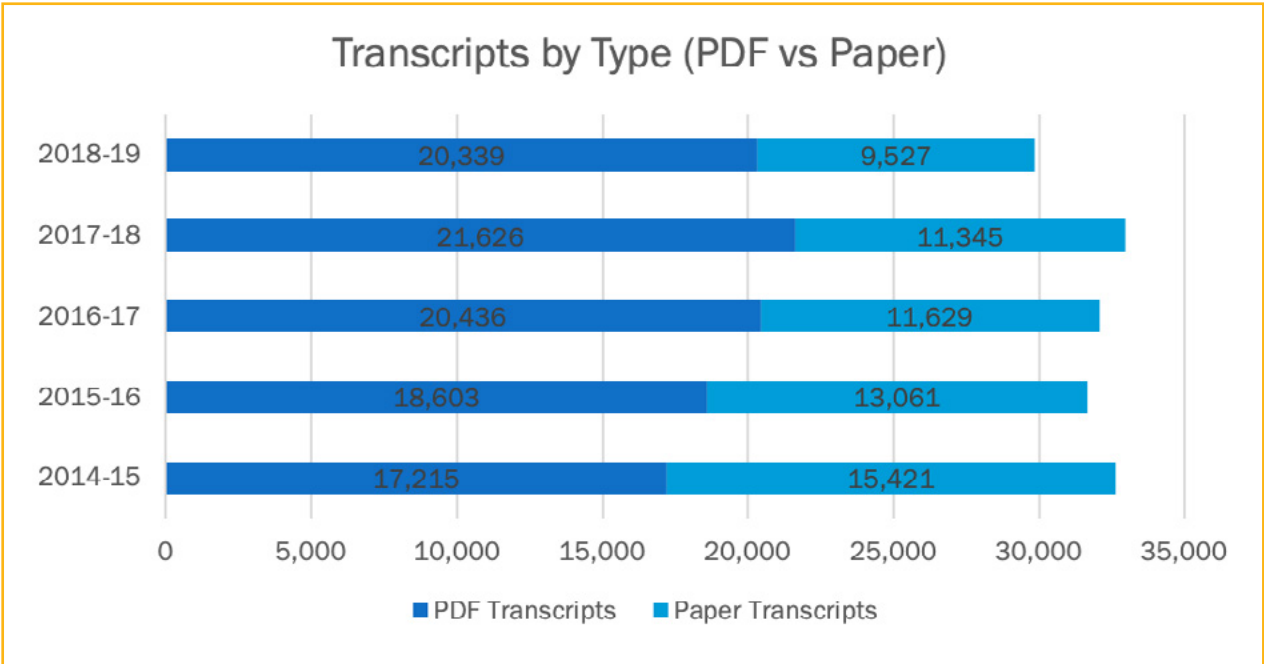
Degrees Granted

DEGREES GRANTED - 2014/15 - 2018/19					
Level	2014-15	2015-16	2016-17	2017-18	2018-19
Associate	465	418	457	466	462
Bachelors	1,901	1,933	1,931	2,000	2,049
Masters	1,426	1,518	1,513	1,639	1,590
Doctorates					
Professional					
Certificates	6	6	36	28	31
Doc Prof	507	486	534	549	546
Doc Res	263	251	251	276	247
Total Degrees Earned	4,568	4,612	4,722	4,958	4,925



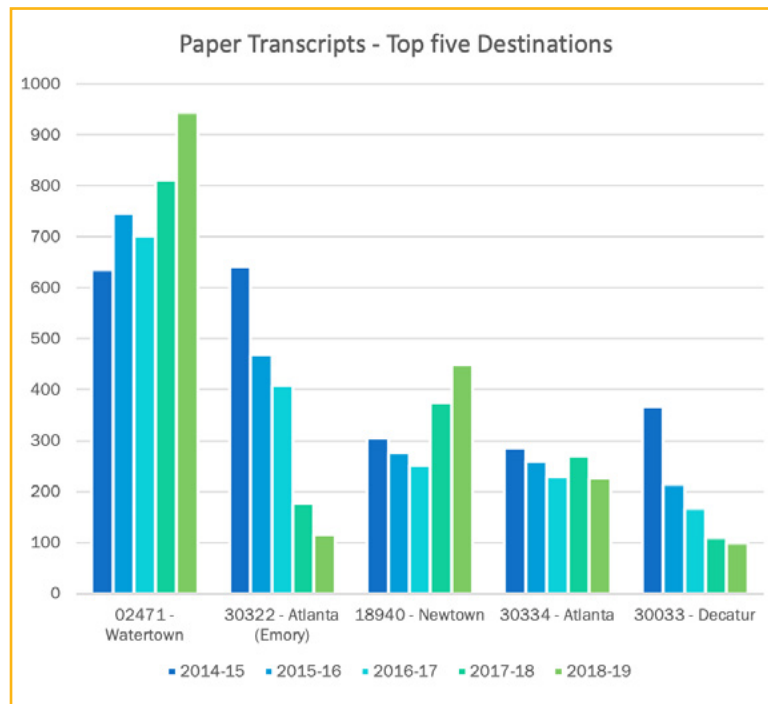
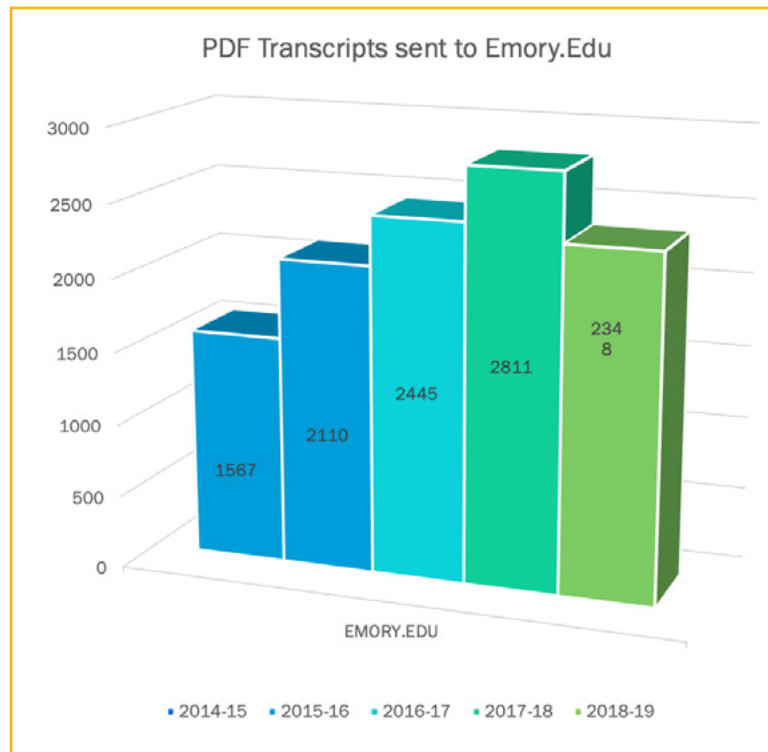
The charts above illustrate the degrees granted by award level.

Transcripts *Processed*



The charts above display the breakdown of total transcript request type (PDF vs. Paper) and by top four requester-reported usage type for the experience period 2014-15 through 2018-19.

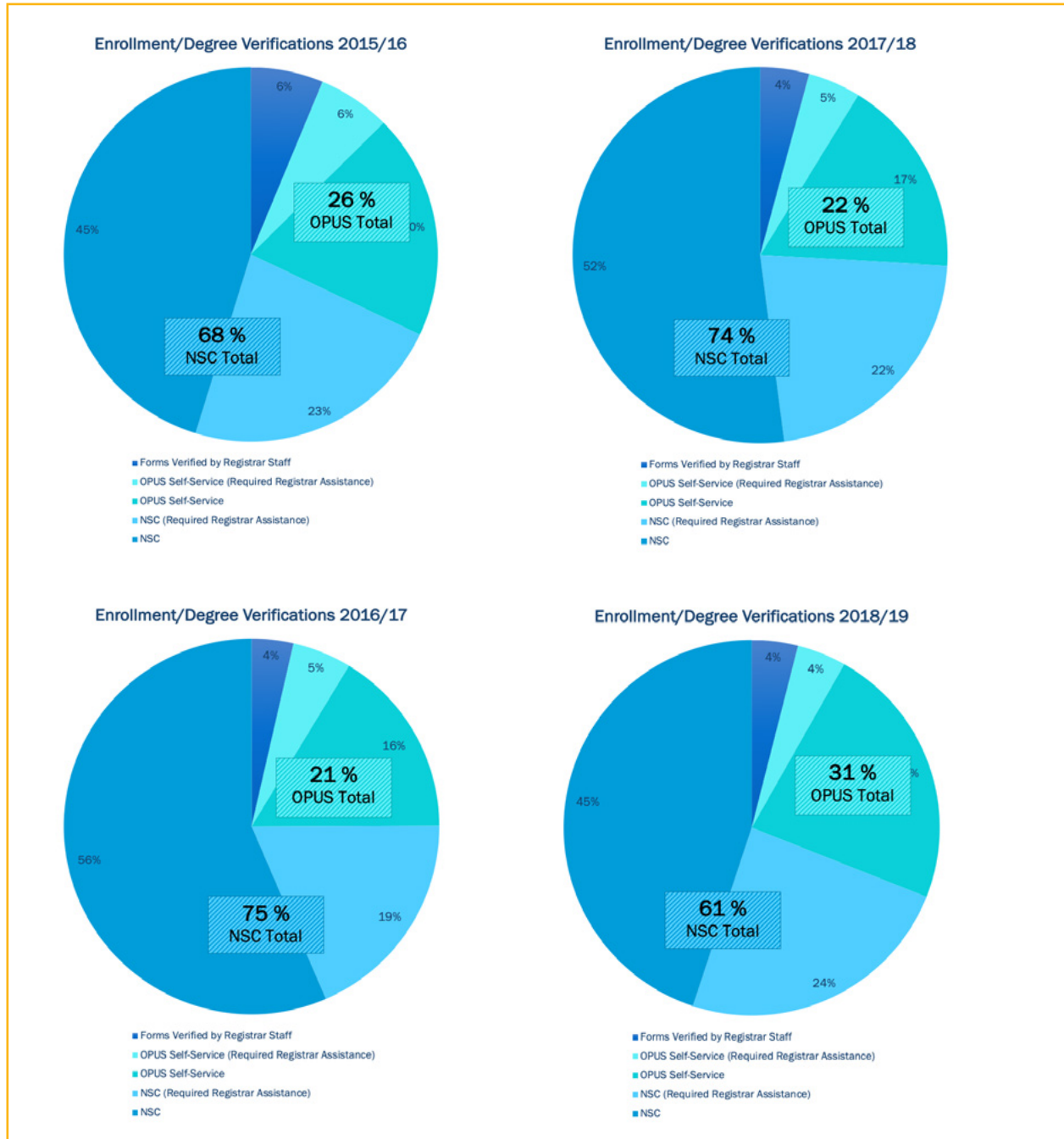
Transcripts Processed



The charts above display's the breakdown of the top destinations for both paper and PDF for the experience period 2014-15 through 2018-19.

Enrollment/Degree Verifications Processed

The charts below 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.



EMORY

