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Registrar's Office strategic plan 2022/23 - 2026/27

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Registrar's Office

STRATEGIC PLAN

2022/23 – 2026/27

Technical College of the Lowcountry

Technical College of the Lowcountry

Updated 2021 08 12

Mission

The TCL provides quality, affordable academic and technical programs leading to Associate Degrees, Diplomas, and Certificates in an environment fostering excellence in teaching and learning.

Vision

Our vision is to elevate each student and every community we serve through transformative technology and exceptional teaching.

Values

Excellence

We value continuous quality improvement leading to true excellence in all areas of the college.

Innovation

We value expansion and enhancement of the college's services and educational offerings to meet the increasing and changing needs of students, employers and the communities we serve.

Integrity

We value responsibility, accountability, ethical behavior in an atmosphere of honesty, open communication, and with mutual respect.

Respect

We value an education environment that attracts and supports a diverse student and staff community, and fosters awareness.

Stewardship

We value the responsible use of resources to achieve balance among social, economic, and environmental practices.

Institutional Goals

1. Enhance and sustain student success from application to completion.
2. Advance academic quality.
3. Improve operational effectiveness and promote resource stewardship.
4. Cultivate an environment of accountability, communication and teamwork.

UNIT OVERVIEW

Unit Level Mission Statement

The Office of Student Records seeks to support our students and institution by implementing and monitoring academic policies and maintaining student records.

Unit Level Summary

The Registrar's Office is the official steward of student academic records. It is the mission of the Registrar's Office to collect, maintain, preserve, and distribute academic data with accuracy and integrity while maintaining and enforcing standards set by federal and state laws and College policies and procedures. The Registrar's Office strives to provide responsive and professional support and access for students, faculty, staff, and the public.

Primary Functions

- Evaluate official college transcripts and determine transferability
- Process all outgoing transcript requests, enrollment, and degree verifications
- Evaluate graduation audits and award certificates, diplomas, and degrees
- Maintain all electronic and non-electronic student records for accurate record retention
- Oversee the adherence to federal FERPA regulations by all departments and divisions of the College
- Perform academic program changes and updates
- Process curriculum changes as approved by the Curriculum Committee, all applicable accrediting boards, and state and federal offices

Recent Achievements

- Automated the course wait listing process for all Arts & Sciences courses
- Automated the late registration process within Self Service for all students
- Implemented Dynamic Forms so that 95% of all Registrar's Office forms are now fully electronic
- Implemented registration in the new Navigate Student Planner platform
- Provided various training sessions for faculty and staff on various aspects of Navigate Student Planner
- Streamlined communication regarding official transcript evaluation
- Streamlined the process for accurately deactivating academic programs when applicable
- Processed over 4,000 transcript requests in a three year period
- Evaluated over 10,700 college transcripts for transferability in a three year period
- Performed over 1,600 graduation audits in a three year period

	Enhance and sustain student success from application to completion	Advance academic quality	Improve operational effectiveness and promote resource stewardship	Cultivate an environment of accountability, communication and teamwork
Implementation of Early Alert System	X	X		X
Increase in technological advancement	X		X	X
Automation of departmental processes	X		X	

STRATEGIC SCAN

The External Environment

Opportunities: The opportunities to increase enrollment, retention, and graduation rates in this area are plentiful due largely to the untapped demographic that remains underserved by the College. Environmental and economic studies done in this area show the increasing need for trade and technical programs. By offering more of these programs in the future and, by enhancing and modernizing the current trade and technical programs currently offered, the College can better serve Beaufort, Jasper, Hampton, and Colleton counties.

The opportunities available to the Registrar's Office in regards to the constant advancement of technology in the field of higher education are abundant. Many of the daily processes performed in the department have, historically, been manual processes. This significantly decreases the efficiency and effectiveness of the department. By developing a strategy to implement new technology that enhances current automated procedures and assists with the automation and accuracy of current manual procedures, the College will be better able to serve new and current students.

Challenges: The challenges presented by the external environment is the excessive cost of living in the Beaufort County area. Currently, the College does not provide the level of compensation to employees that is required to comfortably cover the cost of living in the area. This significantly impacts the level of turn over that occurs among many different departments.

In addition to causing a lack of retention among existing employees, compensation rates for new hires is not competitive enough to make TCL an attractive choice for employment. The frequency of turnover in Enrollment Services severely affects departmental effectiveness and consistency. Resources that should be used to further enhance the level of service within a department is monopolized by the constant training of new employees or the training of existing employees who are required to absorb the duties that would normally be performed by an individual in a currently vacant position.

The Internal Environment

A description of the internal environment as it affects the unit's opportunities and poses challenges. Discussion of, as appropriate:

Opportunities: The opportunities available to the Registrar's Office in regards to the constant advancement of technology in the field of higher education are abundant. Many of the daily processes performed in the department have, historically, been manual processes. This significantly decreases the efficiency and effectiveness of the department. By developing a strategy to implement new technology that enhances current automated procedures and assists with the automation and accuracy of current manual procedures, the College will be better able to serve new and current students.

Challenges: In order to better enhance the technological advancement of the Registrar's Office, budgeting must be increased to allow for the costs associated with new technology. With the recent budget cuts over the last few years, departments have been asked to achieve more with far less resources than are required to be effective. An increase in the departmental budget would allow for the addition of human resources, training resources, and new innovative software applications needed to progress the technological advancement of the department.

STRATEGIC FOCUS AREAS

A statement of the unit's strategic plan's primary strategic focus areas to be discussed in detail below. Focus areas are those areas of major emphasis that will allow the unit to maximize its opportunities and strengths and address the challenges discussed above. The focus areas should be aligned with the college's institutional goals.

1. Strategic Focus Area: A

A. Objective: Implement a data driven, real time early alert system employing the technology available within EAB Navigate to support the increase of success and graduation rates

B. Describe alignment with institutional goals

The implementation of a data driven, real time early alert system, EAB Navigate, will support faculty and Navigators in their efforts to proactively improve and manage student success. The system will create a connected and coordinated network of support for every student enabling Navigators to provide first level targeted interventions and strategic care to students beginning in the first year throughout graduation. Faculty may quickly and easily submit early alert cases. Additionally, the system's predictive analytics will identify at risk students by automatically mining personal data, academic performance and success factors in time for an intervention strategy to be implemented. The system will manage the communication flow among faculty, Navigators and support staff allowing for coordinated care for each student.

C. Success criteria

100% of faculty teaching gateway courses will participate in some type of early alert activity, whether it be ad hoc alerts or progress reporting.

D. Implementation Plan and tactics

<i>Implement a data driven, real time early alert system employing the technology available within EAB Navigate to support the increase of success and graduation rates</i>					
Steps	Description	Timeline	Primary Actor	Resources	Assessment/Measure
1	Develop a short list of descriptive early alert reasons.	Fall 2021/Spring 2022	Registrar, HUB Director, Early Alert Action Team	None	None
2	Develop a formalized early alert triage process	Spring 2022	Registrar, HUB Director, Director of	None	None

			Tutoring, Early Alert Action Team		
3	Develop a schedule of progress reports to be sent out during each semester	Spring 2022	Registrar, HUB Director, Early Alert Action Team	None	None
4	Issue early alerts	Summer 2022 – Ongoing	Registrar, The HUB, Student Support Services, Director of Tutoring	None	EAB's Navigate data analytics will be used to conduct regular evaluation to understand the early alert program's impact on retention and graduation rates
5	Add Counseling Services module to early alert system	Fall 2022	College Counselor	None	None
6	Add non gateway courses to early alert system	Fall 2023	Registrar, The HUB, Student Support Services, Director of Tutoring, College Counselor	None	EAB's Navigate data analytics will be used to conduct regular evaluation to understand the early alert program's impact on retention and graduation rates

E. Resources

The main resource for the implementation of early alerts will be the EAB Navigate system. Currently, only Nursing faculty are utilizing the existing informal early alert system. Alerts issued by Nursing faculty are mostly in relation to poor academic performance. At this time, TCL is unable to provide academic support to this particular

cohort of students due to staffing issues. In order to better serve this cohort it is recommended that a Nursing tutor be hired in order to support the institution’s early alert initiative.

F. Key performance indicators

- Increase fall-to-spring persistence from 73% to 78% through expanded student support by Sept. 2024
- Increase 5-year graduation rate from 13% to 25%

2. Strategic Focus Area: B

A. Objective

Increase departmental effectiveness and efficiency with the utilization of technology to automate processes directly impacting the accuracy and integrity of student academic records.

B. Describe alignment with institutional goals

The college’s *vision* is to “elevate each student and every community we serve through transformative technology and exceptional teaching.” By further utilizing the existing technology available to the department through extensive training and consultation with resources provided by the software development company, the Registrar’s Office will be provided with the opportunity to better serve students with accelerated and more accurate processing of student records.

C. Success criteria

91% of all processes performed by the Registrar’s Office will be automated.

D. Implementation Plan and tactics

Increase departmental effectiveness and efficiency with the utilization of technology to automate processes directly impacting the accuracy and integrity of student academic records.					
Steps	Description	Timeline	Primary Actor	Resources	Assessment/Measure
1	Automate assigning probation and suspension statuses in order to make process more accurate		Registrar	\$915 Ellucian consultant flex engagement	Analytics provided to determine the accuracy of automated calculations and status assignments compared to the accuracy of manual status calculations and assignments
2	Automate degree awarding process to increase		Registrar	\$915 Ellucian consultant	Cost effectiveness analysis

	departmental efficiency			flex engagement	
3	Automation of withdrawal/never attend processing		Registrar	\$915 Ellucian consultant flex engagement	Analytics provided to determine the accuracy of automated status assignments compared to the accuracy of manual status assignments

E. Resources

The resources required for the increase of departmental effectiveness and efficiency with the utilization of technology to automate processes would be multiple training sessions with Ellucian consultants. The estimated cost of a consulting session is \$200 per hour. Each session should be allotted a minimum of 3 hours equaling \$600 per session. For three training sessions the estimated cost will total \$1,800.

F. Key performance indicators

The goals of this objective would be easily assessed by running comparative reports to analyze the accuracy and efficiency of automating what are currently manual processes. The elimination of human error created by utilizing features in a technology resource with which the College already has access would increase the level of customer service provided to students.

FY 2022/23 to 2025/26 Enrollment and Retention Targets

	FA 2022	FA 2023	FA 2024	FA 2025	FA 2026
Enrollment Target	2,140	2,230	2,320	2,410	2,500
Retention Rate Target	51%	53%	58%	61%	64%

Enrollment is the total number of students registered in a given academic unit at a given time.

Retention rate is the percentage of students who continue in the academic unit the next year. For example, a student who studies in the fall semester and keeps on studying in the program in the next fall semester is counted in this rate.