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INTRODUCTION

In January 2021, Ellucian Student Consultant Missie Cullum met with staff from the Office of the Registrar (OTR) of Tennessee State University to conduct a Banner Student Discovery/ Business Process Analysis. Missie spent several hours on remote Zoom meetings over the two weeks to discuss current functionality within the department.

BACKGROUND AND OBJECTIVES

This engagement focused but is not limited to the following areas of Banner Student:

- Admissions
- Registration
- Graduation
- Veteran's Affairs

This document summarizes the findings and includes recommendations resulting from those analyses.

The consultant was pleased to have the cooperation and participation of registrar staff members who helped the discovery process. They provided useful background information about their operations and how they performed their business processes. The staff was also very interested in learning if there were other ways to conduct or improve business. On another note, the consultant found that the team has settled into current processes and accepted the status quo. Staff members have several functions that require manual efforts where there is potential for improvement to reduce the workload. Due to the current workload, though, there is little time to explore Banner functionality to reduce the workload, and thus few efforts are made in this area. In some ways, they need to stand back and assess where they are and not be satisfied with the status quo. Tennessee State University leadership is encouraged to promote Banner's effective utilization to improve operational effectiveness and analyze how to use its ERP system effectively. Tennessee State University will benefit when staff carefully reviews each of its functions, documents its processes, and sets goals and targets for improvements over a longitudinal timeline.

Meeting participants:

- Registrar staff
- IT team members

Registrar's Office

ABSTRACT

The registrar's office has less than ten full-time staff members that manage all students once they have enrollment/ registration and will continue to support them through graduation. The registrar team supports various processes manually driven by other business units, such as processing transfer of credit for incoming students. Processes were demonstrated from start to finish to understand the manual touchpoints and other factors that affect the experience.

Findings: REGISTRAR'S OFFICE

- 1.1 Service Level agreements
 - 1.1.1 Transcripts – 1- 2 business days
 - 1.1.1.1 Dedicated staff member
 - 1.1.1.2 All staff are trained in printing
 - 1.1.2 Other transactions – 3- 5 business days
- 1.2 Attendance Taking
 - 1.2.1 There is no accurate way to track attendance
 - 1.2.2 Faculty is not consistent in submitting or providing attendance
 - 1.2.3 Attendance established by type of course, not specific
- 1.3 National Student Loan Clearinghouse (NSLC) reporting
 - 1.3.1 Uses baseline reporting
 - 1.3.1.1 Extract/ Enrollment report
 - 1.3.1.2 Graduation report
 - 1.3.1.3 Time status report
 - 1.3.1.4 Reports run in 'audit' mode to correct errors updated prior to submissions
 - 1.3.1.4.1 Address errors
 - 1.3.1.4.2 Time status updates
 - 1.3.1.4.2.1 Rules managed by OTR
 - 1.3.1.4.2.1.1 No TQ (3/4 time established for Graduate population)
 - 1.3.1.4.2.1.2 Is missing rule causing need for manual updates?
 - 1.3.1.4.3 SSN previously, now use institutional ID
 - 1.3.1.4.4 CIP codes
 - 1.3.1.4.4.1 CIP codes owned by academics and works with IT to update
 - 1.3.2 Office runs reports for both graduate and undergraduate
 - 1.3.3 Accurate date of student withdrawal
 - 1.3.4 Manual updates of student time status during reporting
 - 1.3.5 Not using last participation date can cause issues with Clearinghouse reporting
 - 1.3.6 Manual updates needed directly in NSLC if required, several hours spent on resolution due to ~100 errors for several reasons, this is after manual corrects in Banner
 - 1.3.6.1 Most are due to time status errors, no trends have been identified
 - 1.3.7 Undergraduate population has more errors
- 1.4 Registration activities
 - 1.4.1 Block registration handled by Advisement center for new 1st time freshman
 - 1.4.1.1 Office ensures that all courses are built if new
 - 1.4.1.2 Departments set enrollment number for each section
 - 1.4.1.3 Departments are responsible for balancing/ optimizing sections
 - 1.4.2 Registrar's office involved if registration has 'errors'
 - 1.4.2.1 Pre- reqs
 - 1.4.2.1.1 Students directed to see advisor to ensure eligibility of registration
 - 1.4.2.1.2 If approved, OTR removes pre-req
 - 1.4.2.2 Closed sections
 - 1.4.2.2.1 Students advised to find open section
 - 1.4.2.3 Override of registration errors occur only after given approval
 - 1.4.2.3.1 Prefer that advisors provide approval in SFASPRO
 - 1.4.2.3.2 Maintenance of overrides done by academics/ departments
 - 1.4.3 Holds
 - 1.4.3.1 Office doesn't add or remove any holds
 - 1.4.3.2 Staff directs student to appropriate business unit
 - 1.4.4 Waitlisting- not used by institution
 - 1.4.5 Cross-listing
 - 1.4.5.1 Used only with state of Tennessee online courses
 - 1.4.5.2 Distance learning team provides information to office
 - 1.4.5.3 Former registrar managed process

- 1.4.5.4 ~2- 3 per term
- 1.4.6 Change of registration activity provided by Advisors
- 1.4.7 Mass registration updates, add or drop
 - 1.4.7.1 SFAMREG used for block scheduling
 - 1.4.7.2 Used if department requests a change of section
 - 1.4.7.2.1 Moving students from one section to another
 - 1.4.7.2.2 Balancing/ optimization of sections
 - 1.4.7.3 Not used by Graduate school
 - 1.4.7.3.1 Graduate school only uses SFAREGS
- 1.4.8 Departments make instructor additions or changes at the section level
- 1.4.9 Any changes of a section, i.e., built with wrong part of term managed by office
 - 1.4.9.1 ~10 per semester need to be adjusted
 - 1.4.9.2 Reasons for section build errors
 - 1.4.9.2.1 Administration leadership changes and knowledge not shared
 - 1.4.9.2.2 Lack of attention to detail
 - 1.4.9.2.3 Errors are made after section roll
 - 1.4.10 Undergraduate change of major/ minor/ concentration requests with appropriate approval
 - 1.4.10.1 No limitation on number of changes
 - 1.4.10.2 Students may change a few times a year
 - 1.4.10.3 ~30- 40 per term
 - 1.4.10.4 Graduate school handles this process
 - 1.4.11 Biographical Updates/ Personal data modifications
 - 1.4.11.1 Form is found on OTR website and is submitted to the office for processing
 - 1.4.11.1.1 Form is filed in a book within the office and held for 1 year
 - 1.4.11.1.2 Change in record is made typically within 24- 48hrs.
 - 1.4.11.1.3 ~10- 15 requests to change data made per week with majority being non-permanent address modifications
 - 1.4.11.1.4 Request to have majors & concentrations 'populate' on form automatically
 - 1.4.11.1.4.1 2- 5 may be duplicate requests as individual may not have check portal
 - 1.4.11.1.4.2 Address changes, no update to personal data currently allowed
 - 1.4.11.1.4.2.1 Permanent address updated by Admissions
 - 1.4.11.1.4.3 Telephone
 - 1.4.11.1.4.4 Name changes
 - 1.4.11.1.4.4.1 Legal documentation required
 - 1.4.11.1.4.4.1.1 Marriage certificate
 - 1.4.11.1.4.4.1.2 Court order/ divorce decree
 - 1.4.11.1.4.4.1.2 Not currently handling preferred first name requests
 - 1.4.11.1.4.5 Social Security Number
 - 1.4.11.1.4.5.1 Legal document required
 - 1.4.11.1.4.5.2 Personal email address updates
 - 1.4.11.1.4.5.2.1 Previous personal email address isn't retained
 - 1.4.11.1.4.5.3 Update student record to confidential
 - 1.4.11.1.4.5.3.1 Forms provided at orientation
 - 1.4.11.1.4.5.3.2 Student can make request at anytime
 - 1.4.11.1.4.5.3.3 Determines what information is passed to which non- institutional individuals
 - 1.4.11.1.4.5.4 Handle deceased information
 - 1.4.11.1.4.5.4.1 Death certificate required to notate within Banner
 - 1.4.11.1.4.5.4.2 Academic Affairs provides instructions on how to handle courses, if applicable
 - 1.4.11.1.4.5.4.3 Individuals are made inactive
 - 1.4.11.1.4.5.5 Students review changes via MyTSU, no communication is sent specifically to student
 - 1.4.12 Other Academic record items managed
 - 1.4.12.1 Process *Academic Fresh Start* requests once approved
 - 1.4.12.2 Audit of Record form
 - 1.4.12.3 Enrollment Verification letter(s)

- 1.4.12.3.1 Student submit form(s) requesting a letter of verification on various topics, i.e. enrollment, graduation date, & academic standing
- 1.4.12.3.2 ~100 per semester processed
- 1.4.12.3.3 Clearinghouse provides basic enrollment letters, form is used for information not provided by clearinghouse
- 1.4.13 Subpoenas received and engaged institutional attorney to provide appropriate documentation
- 1.4.14 Private investigators are provided transcripts with appropriate documentation
- 1.5 Registrar's office is student facing and manages many processes
 - 1.5.1 One generic email address receives all communication
 - 1.5.1.1 One individual manages email box, emails are then parceled to individual processors
 - 1.5.1.2 Responses are sent from generic box or from personal institutional email
 - 1.5.2 Registration
 - 1.5.2.1 Office handles typical registration activities
 - 1.5.3 Change of major, minor, concentration form processed
 - 1.5.3.1 Majors are updated in SFAREGS (student course registration)
 - 1.5.4 Add/ drop requests
 - 1.5.5 Withdrawals
 - 1.5.5.1 Withdrawal from all courses form submitted by student
 - 1.5.5.2 Retro withdrawal/ drop from courses cause issue with Clearinghouse reporting, Financial Aid, and Bursar
 - 1.5.5.3 Approval must be given by advisor
 - 1.5.5.4 Hard copy requests are filed in a filing cabinet
 - 1.5.6 Reason code posted in SFAREGS
 - 1.5.7 Enrollment status updated in SFAREGS
 - 1.5.8 Student status remains active, inactivation of student status requires new application
 - 1.5.9 SFAWDRL (Student Withdrawal)
 - 1.5.9.1 Data feeds from SFAREGS
 - 1.5.9.2 Financial Aid often requests 'withdrawal code' updated
 - 1.5.10 Leave of absence
 - 1.5.10.1 Treated as a withdrawal
 - 1.5.11 Courses taken at another institution forms
 - 1.5.11.1 Student requests to take course at another institution
 - 1.5.11.2 Student must get appropriate approvals
 - 1.5.11.3 OTR completes form and sends to the 2nd institution
 - 1.5.11.4 ~200 prior to summer
 - 1.5.12 Few programs are 'lockstep'
- 1.6 Term Start activities
 - 1.6.1 New term created prior to registration
 - 1.6.2 Academic calendar
 - 1.6.2.1 STVTERM (Term Control Validation) must have the correct dates prior to the roll
 - 1.6.3 STVTERM (Term Control Validation) / Academic calendar needs to be built prior section/ schedules being created
 - 1.6.4 SOATERM (Term Control) is set- up and maintained
 - 1.6.5 Provide course link to departments to review course offerings; changes at section level made of term prior, i.e., Spring 2020 to roll to Spring 2021
 - 1.6.6 Manage section roll process
 - 1.6.6.1 Section information is sent to academics prior to roll for review
 - 1.6.6.2 All data is rolled from term to term, i.e., Spring 2020 to Spring 2021
 - 1.6.6.3 Section changes aren't currently tracked
- 1.7 Faculty
 - 1.7.1 Faculty assignment not maintained in office, handled by department/ academics
 - 1.7.2 Request comes from department, with faculty, advisors, and faculty/ advisor notated on employee confidentiality form
 - 1.7.2.1 Confidentiality hard- copy form is held in office
 - 1.7.2.2 Similar form is sent to HR & IT simultaneously

- 1.7.3 OTR adds new faculty to Banner for assignment
 - 1.7.3.1 Update SIAANST to give faculty Banner access
- 1.8 Curriculum updates
 - 1.8.1 Team updates SCACRSE (Basic Course Information) for change or new information
 - 1.8.2 Academics manages section set-ups
- 1.9 End of term (EoT) processing begins after all grades are posted
 - 1.9.1.1 Turn on grading for faculty
 - 1.9.1.2 Grades collected from faculty
 - 1.9.1.3 Missing grades updated within 7 days
 - 1.9.1.3.1 Departments reach out to faculty to receive grades
 - 1.9.1.3.2 Academic Affairs follows up if grades not provided in timely fashion
 - 1.9.1.4 End of term starts process begins once all grades submitted
 - 1.9.1.4.1 Rolling grades
 - 1.9.1.4.2 GPA updates
 - 1.9.1.4.2.1 Review GPAs if student has questions
 - 1.9.1.4.2.2 Manual updates are performed as needed
 - 1.9.1.4.3 Repeats
 - 1.9.1.4.3.1 Include/ excludes are updated manually for transfer of credit only
 - 1.9.1.4.4 Academic standing
 - 1.9.1.4.5 Deans list
 - 1.9.1.4.6 Student type updates/ classification
 - 1.9.1.5 Purge process
 - 1.9.1.5.1 Created by TBR (Tennessee Board of Regent)
 - 1.9.1.5.2 Way to identify students for non-payment to remove from registered courses in SFAREGS
 - 1.9.1.5.3 Determined by administration
 - 1.9.1.5.4 Records sends request to IT to remove 'EL' records for non-registered students
 - 1.9.1.5.4.1 Removes header record that triggers active enrollment to NSLC
 - 1.9.1.5.4.2 Done prior to clearinghouse submission
- 1.10 I Grades
 - 1.10.1 Provided by departments to OTR but initiated by student and/ or advisor
 - 1.10.2 1 semester to complete outstanding requirement
 - 1.10.3 Hard- copy form maintained by office
 - 1.10.4 Changing I to F/ U grades is an IT script
 - 1.10.4.1 Does not update GPA
 - 1.10.4.2 Not using baseline job, SHRCINC
 - 1.10.5 Graduate school has 2 individuals that update SHATCKN/ SHACRSE
- 1.11 Change of grade request
 - 1.11.1 Provided by Academic Affairs
 - 1.11.2 Initiated by student to advisor or advisor begins process
 - 1.11.3 Hard-copy paper request is submitted
 - 1.11.4 Update GPA & Repeats/ Equivalencies process
 - 1.11.5 Follows "I" grade process for documentation and approvals
 - 1.11.6 No expiration as to when change of grade can be processed
 - 1.11.7 No communication is provided to internal business units
 - 1.11.8 ~25 change of grades processed per week
 - 1.11.9 Change of grades are process priorities
 - 1.11.10 Use change of grade code validation table to code reason for change
 - 1.11.11 No set timeframe for start to end of change of grade process
 - 1.11.12 Students reach out if no change is made
 - 1.11.13 Student has no access or insight into the change of grade form
- 1.12 Graduation
 - 1.12.1 Anticipated graduation populates based on institutional policy of time to completion upon admission (SFACPLR)
 - 1.12.2 Graduation applications are submitted through My TSU in term expected to graduate

- 1.12.3 Utilize baseline graduation application process, SHAGAPP populated with graduation application information
- 1.12.4 Instructions for Applying for Graduation dates are updated via the TSU website
- 1.12.5 Review of majors takes place at time of application
 - 1.12.5.1 Often students are not advised that a major change is needed
- 1.12.6 ~75- 100 students require concentration or minor adjustments needed prior to graduation
- 1.12.7 IR provides a list of students who have at least 99hours at beginning of semester
 - 1.12.7.1 Students are emailed instructions on how to move forward
- 1.12.8 List of individuals who've submitted applications are sent to specific departments via Argos report
 - 1.12.8.1 Departments determine who is eligible
 - 1.12.8.2 Validate eligibility via Degree Works
- 1.12.9 SHAGAPP
 - 1.12.9.1 Outcome record created at time of grad application submission
 - 1.12.9.2 Diploma name and address for diploma is on diploma information tab
- 1.12.10 Awarding of degrees is done manually
- 1.12.11 If student isn't eligible, application made inactive and SHADEGR record removed
 - 1.12.11.1 ~10% aren't awarded
- 1.12.12 Mass update of SHADGR records doesn't happen due to need to review for eligibility
- 1.12.13 Cap & gown orders done via the web but handled by Josten's
 - 1.12.13.1 No data is maintained in Banner (SHADIPL)
- 1.12.14 Awarding of degrees occur once grades are posted and its confirmed student has completed program requirements
- 1.12.15 Honors assigned at time of awarding, manually
 - 1.12.15.1 University honors provided by academic departments to place on records once student awarded
- 1.12.16 Awarded student list is provided to bookstore
- 1.12.17 Certificates are only available for graduate programs
- 1.12.18 Diplomas printed in house
 - 1.12.18.1 Students receive ~6 weeks after graduation
- 1.12.19 Office not directly involved with commencement ceremony, work with facilitators
 - 1.12.19.1 Ceremony is participation only, degrees aren't received during
- 1.12.20 Degrees are awarded typically within 30 day's of the graduation date
- 1.12.21 1st diploma free, additional diploma request incur a fee
 - 1.12.21.1 Payment is made to the Bursar's office
 - 1.12.21.2 Duplicate diplomas are available upon request once paid
- 1.12.22 Students that don't meet graduation requirements are notified
- 1.12.23 No process for Apostillements, no requests have been made
- 1.12.24 OTR only awards undergraduate population
- 1.12.25 Graduate school awards graduate population without Registrar engagement
 - 1.12.25.1 OTR provides diplomas
 - 1.12.25.2 Removes pending graduate students
 - 1.12.25.3 Audits aren't frozen nor is an awarded audit saved
- 1.13 Transfer Articulation
 - 1.13.1 Office manages transfer catalogs
 - 1.13.1.1 Evaluation occurs outside of OTR
 - 1.13.2 Changes to articulations submitted via form from department
 - 1.13.3 3- 4 business days to update Banner
 - 1.13.4 Request processed daily
 - 1.13.5 1½ dedicated staff to manage all requests
 - 1.13.6 Utilize BDM to see transcripts to populate transfer courses
 - 1.13.7 OTR only processes undergraduate articulations, Grad school manages graduate students
 - 1.13.8 Manual population of transfer courses for each student/ applicant
 - 1.13.9 **All** courses on received transcripts are put into TSU Banner and added to students record

- 1.13.10 Will reach out to institutions to get information that may be hidden on transfer transcript
- 1.13.11 Need to communicate with Admissions if transfer transcript is unavailable
 - 1.13.11.1 Outreach is made daily
 - 1.13.11.2 No reason given as to why transcript is not uploaded to BCM
 - 1.13.11.3 Data entry errors delays processing and student registration
- 1.13.12 Any course not in transfer catalog, requires manual update of SHATATR
 - 1.13.12.1 Review of course equivalency is done in TESS (Transfer Equivalency Self-Service)
 - 1.13.12.1.1 Distance learning owns updating TESS system
 - 1.13.12.2 At least 1 course per transcript needs to be added to transfer catalog manually
- 1.13.13 Process requires staff member to have multiple systems open simultaneously
- 1.13.14 Office manages all transfer articulation processing
- 1.13.15 International transcripts are primarily those from military students stationed overseas
 - 1.13.15.1 Placed directly into SHATRNS
 - 1.13.15.2 Approximately 10- 25 per term, heaviest at Fall start
- 1.13.16 Responses to students is only if there was an email request
- 1.13.17 Want a trigger to determine if transfer course doesn't have equate prior to roll to history
- 1.14 Course substitutions
 - 1.14.1 Processed in Banner
 - 1.14.2 Updated in Degree Works
 - 1.14.3 Completed in Degree Works once processed if not currently equated
 - 1.14.4 Not all staff trained in process
 - 1.14.5 Increase of substitutions due to current remote schedule
 - 1.14.6 Signatures are required, either hard or e-signature, digital
 - 1.14.6.1 50% of volume for phase out programs
 - 1.14.6.2 50% of volume for current/ new programs
 - 1.14.7 Needs to be added to Degree Works for student by time of graduation, typically processed within week
 - 1.14.8 Records staff confirms if substitution is valid, i.e., not using gen. ed. course
 - 1.14.8.1 Academic Affairs can only provide approval to substitution gen. ed. Course
 - 1.14.8.2 1- 2 received per day that need additional steps prior to processing
 - 1.14.9 Typical processing time is 1- 2 business days
- 1.15 Degree Works
 - 1.15.1 Scribes work in OTR and Graduate school
 - 1.15.2 Regular revision needed for changes and new programs
 - 1.15.2.1 Processing 2 Degree Works updates per week due to curriculum updates
 - 1.15.2.2 Sister school's curriculum changes require amended program of study
- 1.16 Leave of absence
 - 1.16.1 Approved by Academic Affairs
 - 1.16.2 Courses coded as drop or withdrawal based on time of request or direction of Academic Affairs
 - 1.16.3 Follows Federal & institutional guidelines for leave of absences
- 1.17 Veteran's Affairs
 - 1.17.1 Approximately 175 students are VA students
 - 1.17.1.1 Includes federal and state veterans (Tennessee Strong)
 - 1.17.2 Student must reach out to office to advise of eligibility and use of funds
 - 1.17.3 SGASTDN is coded to indicate certification for semester
 - 1.17.4 Certification is completed every semester
 - 1.17.4.1 Form on Registrar website and kept for 3 years
 - 1.17.5 Notifies VA if student drops and/ or withdrawals from courses/ institution
 - 1.17.6 VA audits every 2- 3 years
 - 1.17.6.1 Request transcripts
 - 1.17.6.2 Attendance
 - 1.17.6.3 Certification documentation
 - 1.17.6.4 Ask for cross sampling of student population, VA & non- VA population
 - 1.17.7 Form submitted that providing current registration

- 1.17.7.1 Registration is validated against document
- 1.17.7.2 Tuition information is submitted to VA as required
- 1.17.8 Certification is done in VA database
 - 1.17.8.1 Each student is done individually
 - 1.17.8.2 Certification is then posted in SGASTDN per term
 - 1.17.8.2.1 Term
 - 1.17.8.2.2 Veteran type
 - 1.17.8.2.3 Credits
 - 1.17.8.2.4 Certification date
- 1.17.9 Information is kept on spreadsheet to send emails to students
- 1.17.10 Attendance is tracked and requires update to VA database
 - 1.17.10.1 Registration report pulled weekly to ensure no changes
 - 1.17.10.2 Email is sent to students to advise of status
 - 1.17.10.3 Tracked weekly to determine if there are changes
- 1.17.11 Dr. Deams provides reports of VA students who are suspended or graduated
- 1.17.12 Deferment forms are printed, signed, and scanned to Bursar's office
- 1.17.13 85/15 report must be completed within 30 days of term start
- 1.17.13.1 Argos report provides information
- 1.17.14 Catalog changes must be filed typically every 2 years
- 1.17.15 Challenges getting forms from students to appropriate business units, especially during current work from home
- 1.17.16 No back up, only one processor
 - 1.17.16.1 Dr. Deams is aware of process
- 1.17.17 Must be done each term
- 1.18 Transcripts are paper and online
 - 1.18.1 Submitted via email, fax, or in person
 - 1.18.1.1 Email & letter communication is made to those who have holds on their record preventing transcripts from being sent
 - 1.18.2 ~50- 60 requests per day
 - 1.18.2.1 Only 1 processor
 - 1.18.2.2 If out of office, other team members process or transcripts are delayed
 - 1.18.3 Paper transcripts are primarily offered to those students/ alumni not in Banner
 - 1.18.4 Paper transcripts are free
 - 1.18.4.1 Hard- copy of transcript request submitted and held for 1 year, then shredded
 - 1.18.4.1.1 Transcript request with signature are valid for 30days
 - 1.18.4.2 Student allowed to request 5 per day
 - 1.18.5 Student has option to request transcript be held for grade(s) and/ or graduation
 - 1.18.5.1 Hold for grades/ graduation
 - 1.18.5.1.1 Kept in folders appropriately named
 - 1.18.5.1.1.1 Filed in alphabetical order
 - 1.18.5.1.2 Hold for grade(s) was 50- 100 but has decreased with eTranscript via NSLC implementation
 - 1.18.5.1.3 Hold for graduation reduced due to eScript
 - 1.18.6 Fee associated for electronic transcripts, \$2.50 fee per transcript charged to student by NSLC
 - 1.18.6.1.1 NSLC takes percentage and sends rest to TSU
 - 1.18.6.1.2 TSU uses rest of transcript fee to cover paper, envelopes, and postage
 - 1.18.6.2 Students/ alumni are encouraged to use eTranscripts/ eScript (via NSLC)
 - 1.18.6.3 Transcript request shows 'electronic' transcript type
 - 1.18.6.3.1 Since April 2020, ~7000 students have requested electronic transcripts
 - 1.18.6.3.1.1 Transcript query form (SHARQTC) used to track requests, Argos report created to show data
 - 1.18.6.4 Those not in Banner aren't able to submit an etranscript request
- 1.18.7 Once request submitted in Banner, transcript prints without batch transcript job (SHRTRTC)
 - 1.18.7.1 Automatically prints all pending transcript every 3- 4mins

- 1.18.7.2 Once printed
 - 1.18.7.2.1 Transcripts are packaged/ folded & stuffed
 - 1.18.7.2.2 Taken directly to institutions post office & mailed
 - 1.18.7.2.3 Print date is mail date (transcripts are printed and mailed same day)
 - 1.18.7.2.4 Turn around time is 24- 48hrs, however, it is more same day
- 1.18.7.3 Office maintains official transcript paper & envelops
- 1.18.8 Returned transcripts are notated in comment screen (SPACMNT)
 - 1.18.8.1 Volume is small
- 1.18.9 Request is to establish notification to student that indicates transcript request has been printed and mailed
- 1.19 Academic Catalog is managed by Academic Affairs
 - 1.19.1 Catalog is used by OTR to equate course not already articulated
 - 1.19.2 OTR evaluates their portion of the catalog
 - 1.19.2.1 General requirements for graduation for TSU
 - 1.19.2.1.1 Missing documents or test score
 - 1.19.2.2 Policies handled within office
 - 1.19.2.2.1 Substitutions
 - 1.19.2.2.2 Courses taken at other institutions
 - 1.19.2.3 Changes required are vetted with Academic Affairs
- 1.20 There are no holds 'owned' by Registrar's Office
- 1.21 FERPA refresher completed quarterly during staff meetings
 - 1.21.1 Representative of office attends new student orientation to explain FERPA
 - 1.21.2 Form maintained in OTR, is general, not office specific
 - 1.21.3 Form is found on OTR website along with 'prevent disclosure of directory information'
 - 1.21.3.1 It is an all or nothing form, not specific to records or financials
 - 1.21.4 Information is populated in SPACMNT (Person Comment)
 - 1.21.4.1 Business units know to review SPACMNT prior to speaking to students
- 1.22 Admissions collaboration
 - 1.22.1 Team member(s) attend New Student Orientations during summer
 - 1.22.2 Team member(s) attend Transfer orientations throughout academic year
- 1.23 Forms on website are updated yearly or as changes are made
- 1.24 Currently going through accreditation, SACS (Southern Association of Colleges and Schools)
- 1.25 Reports generated to check Banner security, who has access to what pages within Banner student module
- 1.26 IT performs certain processes/ updates
 - 1.26.1 Update of inactive programs, majors, and concentrations on drop down forms
 - 1.26.2 Adding graduation term, date, and academic year updates in SGASTDN → Academic and Graduation Status, Dual Degree → Graduation Status via script for Undergrad & Grad population
 - 1.26.2.1 Unsure of why information is being updated in SGASTDN, it has always been done this way
 - 1.26.2.1.1 May be due to clearinghouse reporting prior to SHADEGR record being reported
 - 1.26.2.1.2 Changes made to dates if student is over time to completion of expected graduation date, date is 'pushed out' based on hours, degrees, and term end date
 - 1.26.2.1.3 Script is run upon OTR requests to populate null values or incorrect dates
 - 1.26.2.1.4 Logic looks at date and terms

Recommended Action(s)/ Effective Practice/ Opportunities:

- Establish attendance taking tool to reduce DoE (Department of Education) non- material findings,
 - Ensure that there is a documented attendance policy
 - Have required activity/ trigger within the 1st 10 days of course and periodically through out
 - Track log-in activity in virtual classroom
 - Require an e-learning classroom attendance mechanism through out the length of the course
 - Set up ID scanners for classrooms
 - Certain amount of non- material findings may become a material finding
- Work with Academic leadership to establish policy to strongly encourage Faculty to submit attendance and grades in a timely fashion
- Review 'withdrawal codes' with Financial Aid to ensure compliance with DoE requirements, as changing to 6 is a common request
- Reduce IT intervention for activities where applicable, determine which processes can utilize baseline banner functionality
 - Utilize banner forms that are available for processes
 - I to F grade changes form (SHAINCG (incomplete grade rules))
 - SHRCINC (incomplete grade process))
 - Evaluate process that requires IT to run script to update expected graduation date, why is this process needed?
- Cross- training of all processes is recommended for the team
 - Ensure process documents are up to date and maintained for cross functionality/ training purposes
 - Create docs for any processes not current documented, i.e., cross-listing
 - Build quick flows for processes, allows for all screens to be touched and ensures no step is missed
 - Additional training of Banner 9 to ensure that all functionality of system is shown
 - Documentation needs to be generated for registrar processes that are managed by external business units
 - Graduate school
 - I to F grades
 - Graduation
 - Academics
 - Section creation
 - Section maintenance
- Clearinghouse reporting
 - Monitor errors managed after submission, determine trends
 - Once trends are established, update Banner, policies, practices as needed
- Create & maintain start of term and end of term calendar
- Review current process, practices, and policies to reduce the need for manual touchpoints
- Evaluate equates in Banner & Degree Works to determine if all are set-up as needed
- Registrar & Associate Registrar should be members of TNACRAO (Tennessee Association of Collegiate Registrars and Admissions Officers), & AACRAO (American Association of Collegiate Registrars and Admissions Officers)
- Follow best practices from AACRAO & TNACRAO
 - Garner copy of AACRAO books for office, if now already owned, i.e.,
 - The Registrar's Guide: Evolving Best Practices in Records and Registration
 - Registrar's Basic Guide
 - Basic Guide to Enrollment Management
 - 2020 FERPA Quick Guide
 - 2020 Academic Record and Transcript Guide
 - Student Records Management: Retention, Disposal, and Archive of Student Records

- Transfer Credit Practices of Designated Education Institutions
 - Curriculum Management and the Role of the Registrar
- Reach out to ask questions or gain insight
- Don't reinvent the wheel, another institution may have a similar process in place
- Register for AACRAO registrar listserv as well as TNACRAO registrar listserv, if available
- Registrar/ registrar's office **needs** to have oversight/ control of any functionality not processed within the office
- Assure that there are controls in place of registrar activity that is managed/ processed outside of the office
 - Graduate school
 - Registrar's office needs oversight of the awarding of degrees
 - Encourage involvement with Registrar's office when/ as Graduate school awards degrees
 - OTR 'cleans up' graduate 'non- awarded' population
 - Prints diplomas & tracks
 - Registrar's office responds to questions regarding diplomas
 - Processing graduate student transfer articulations
 - Scribing of Degree Works
 - Change of grade, I to F, for dissertation courses
 - Advisement Center
 - Maintains and registers new 1st time freshmen using Block Registration
 - Registrar's Office needs to be aware of process
 - Online Distance Learning
 - Cross-listing
- Review Banner security of registrar pages
 - SGASTDN
 - SHATCKN/ SHACRSE
 - SHADEGR
 - Which business units have access?
 - How many from each office has access?
 - What are the controls in place to ensure only specific information is touched?
 - Is FGAC (Fine Grain Access) an option for pages where other business units have access?
- Paper is used quite frequently and require signatures for students to make changes; determine where this can be reduced or use another modality
 - Establish webforms to reduce paper documentation
 - Determine which forms can become web- based, i.e., enrollment verification
 - Determine value of providing enrollment verification letters instead of only directing students to use Clearinghouse only
 - Understand how forms have been utilized during complete online format, what functionality can be repurposed
 - Institute email responses to students for all requests, may be automated or leverage workflow based on process and availability
 - Ensure policy/ practice is updated on paper documents
 - Webforms may allow data to be 'updated' directly from Banner, i.e., majors, concentrations, & programs
- Reduce duplication of work
 - Use Argos reports as opposed to tracking student information via spreadsheets
 - Determine if mail merge is available for mass emailing
 - Employee confidentiality form
 - Currently 3 offices receive the same form, HR, IT, & OTR
 - Create 1 form that is uploaded to BDMS for all entities to view as needed
 - If form is different for each, need to determine if those differences are necessary

- Provide expected timeframe, service- level agreement, that requests will be processed for better student experience
 - Sets appropriate expectations
- Create process to scan and upload paper documents currently housed by office to allow for easy review from Banner 'retrieve' option
- Allow students to make specific biographical changes via 'MyTSU' to provide a better student experience and reduce workload
 - Allow student to update some biographical data
 - Address changes, non- permanent
 - Telephone
 - Email address
 - Emergency contact
 - Confidential flag
 - Determine if there is an institutional policy on how those students with confidential flags are handled
 - How does confidential flag tie into FERPA?
 - Name, birthdate, & SSN should remain for institutional processing
- Transcripts
 - Consider charging for paper transcripts or change policy that allows students to receive 5 paper transcripts per day
 - Charge will help with paper, envelope, and shipping expenses
 - Decreased option of paper transcript should drive requests to online, with exception of those not in Banner system
 - Remove option for office to hold for grade(s) and graduation from paper transcript request
 - Reduces paper docs held/ maintained in office
 - Advise students to view MyTSU portal to ensure all grades and/ or graduation has posted to student record prior to paper transcript request
- Graduation
 - Utilize Degree Works to show students where there are graduations gaps
 - Add additional staff member
- FERPA
 - Follow AACRAO policy to provide FERPA rights yearly to all students and/ or parents
- Outreach to Veteran's based on application information to provide requirements to utilize VA funds
 - Use Argos report to identify
 - Send mass BCC email to population for new students at time of admissions
 - Send mass BCC email to current VA population prior to next term of next steps or options
- Evaluate the current structure of the team, are there enough bodies in the seats
 - Track time required by each process and number of requests received daily
 - Only 1 staff member manages transfer evaluation/ articulations
- Transfer Articulation
 - Transfer process to Office of Admissions
 - Establish etranscript receipt to populate SHATAEQ for each student
 - Determine if TESS can be utilized to mass update SHATATR (Transfer Course Articulation Page) using SHRTCIM (Transfer Catalog Data Import Process)
 - Determine why there are different practices for Foreign/ Military transcripts than the traditional population, should be streamlined for consistency
 - Add additional staff to this process increasing turnaround time
- Encourage Advising staff to reach out to Admissions if transcript is missing, remove OTR from the middle
- Registrar role should be engaged in academic decisions and protocols
 - New program creations & phase out of old programs
 - Occurs over Spring & Summer
 - Approximately 4 per year

- Phase out of programs require maintenance of Degree Works audit
- Older program changes/ adjustments
- Creation of new courses
- Establish a protocol and deadline when curriculum changes are made
 - Prevent piecemealing of updates needed to Degree Works
- Engage other business units regarding student changes
- Create communication paths across institutional offices
 - Receive service- level agreement information from each office, how long does the business unit have to process a request
 - Schedule open house for internal business units to show process
 - Implement road show that demonstrates to other offices what the office does and how processes are linked
- Understand how historical data is maintained from sections if changes are made to a prior term for a current term before section role
- Institution should consider having regularly scheduled meetings with operational business units to discuss upcoming events and other items of importance
- Need additional staffing, an additional 6 staff members, to be able to appropriately support student and institutional processes
- Establish 'FAQ' for MyTSU portal with goal of reducing foot traffic, email, and call volume of office