

Registrar's Office

Academic Affairs

Administrative Program Review

October 23, 2011

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828-227-2408

Registrar's Office Self-Study

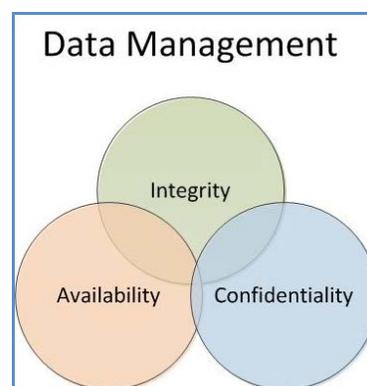
September 2011

History and description of unit

1. Purpose of Unit

State the primary purpose and key functions of the unit.

The Registrar's Office is responsible for maintaining timely and accurate records of academic progress and for ensuring the privacy and security of student records. The Registrar's Office serves as the functional owner of the Student Information System. The office manages SIS to insure the integrity, availability & confidentiality of academic records. The office also publishes the university catalog and interprets and enforces academic policies and curriculum. It also owns a diverse set of institutional business processes necessary to accomplish these tasks: registration, grading, certifications, articulation of transfer credits, conferral of degrees and release of transcripts.



2. Goals & Priorities

List the top 3-5 goals/priorities of the unit.

1. Provide exceptional enrollment services for the university
2. Improve operational efficiency in the following areas:
 - a. Course registrations
 - b. Academic record keeping
 - c. Degree check-out & conferral
 - d. Articulation of credit earned elsewhere
 - e. Seat prediction
 - f. Classroom utilization
 - g. Communication and dissemination of information
3. Increase transparency
4. Continuously identify and address inefficiencies -- especially those that directly impact the academic departments.

3. History of Unit

Summarize the history of this unit on campus.

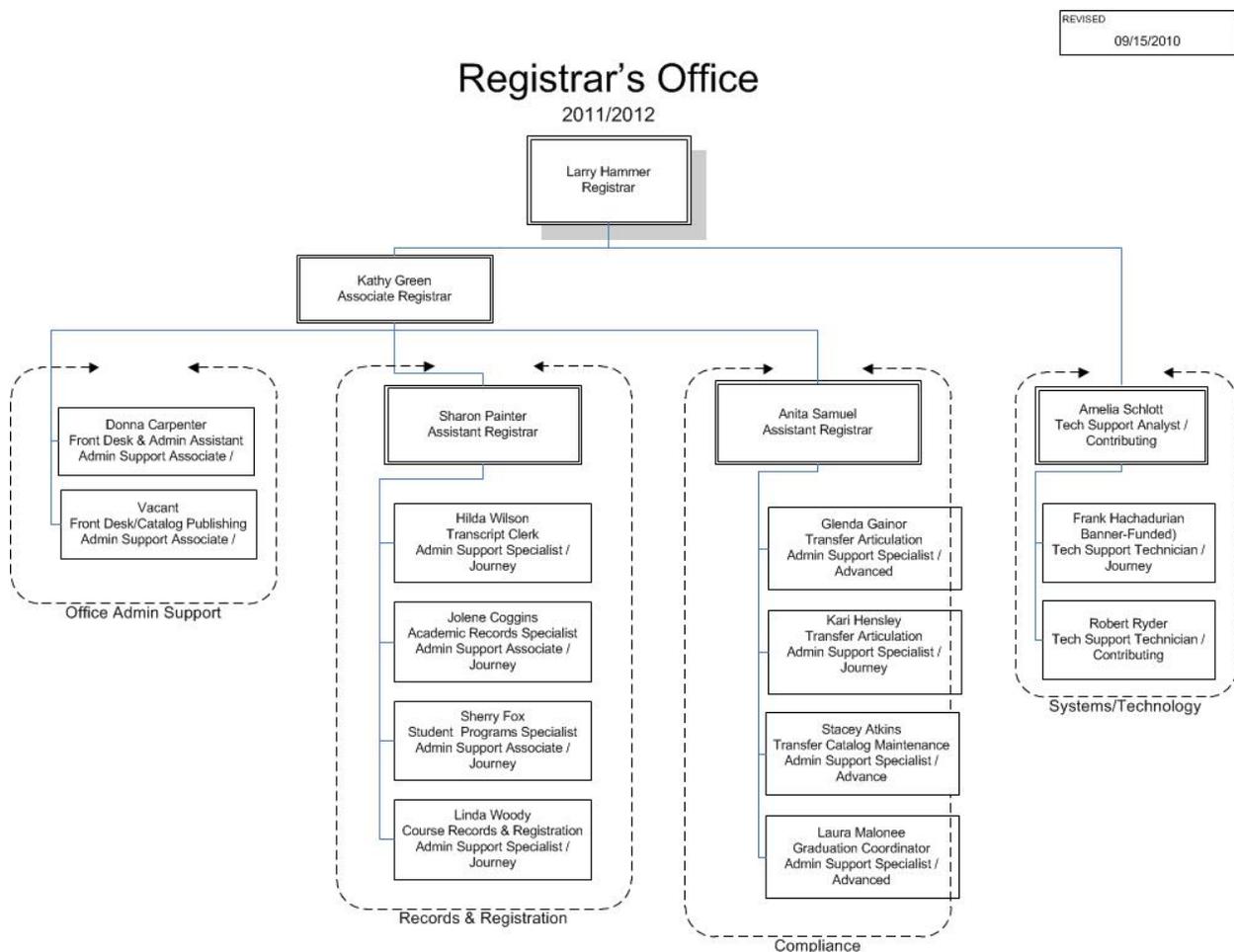
The Registrar's Office is a core office within the university. Exactly when the office was established is not known. Reference catalogs from 1938 when the institution was known as Western Carolina Teacher's College list Addie Beam as Registrar. No one currently associated with the institution, as either a student or an employee, has knowledge of a time when there was not an Office of the Registrar.

4. Organizational Structure

Describe the structure of the unit and how it is situated organizationally within the institution.

The unit currently operates from within the Division of Enrollment Management which in turn reports up through the Provost. The Enrollment Management organizational model is experiencing change. A University College with a focus on first-year experiences has been envisioned as a way to improve graduation rates. Units generally associated with Enrollment Management are being assigned into other divisions. Should this trend continue, it will eventually leave a core of Enrollment Services anchored by the Registrar's Office, Financial Aid and the OneStop Student Center separate from the University College.

The office currently employs a Registrar with a permanent staff of 15 (14.5 FTE). Two positions have been lost within the past 2.5 years because of budget constraints. The position lost most recently is the vacant position on the organizational chart below. The organizational chart illustrates how the staff are deployed in the execution of their duties.



5. Staff Qualifications

Provide an organizational chart of the unit with every employee identified by title and name. Attach a brief (3-4 bullets) list of the primary duties carried out by each employee on the chart. Also, for each full-time staff member provide a full curriculum vitae or 2-page vitae/résumé summary.

When reviewing staff qualifications, it's important to note that this unit is fortunate to have several longtime university employees. A key strength of the unit is the unit's diversity with regard to 1) length of service to the institution, 2) length of service within the profession.

Permanent staff (alpha by last name)

- | | |
|-------------------------|--------------------|
| 1. Stacey Atkins | 9. Kari Hensley |
| 2. Donna Carpenter | 10. Laura Mallonee |
| 3. Jolene Coggins | 11. Sharon Painter |
| 4. Sherry Fox | 12. Robert Ryder |
| 5. Glenda Gainor | 13. Anita Samuel |
| 6. Kathy Green | 14. Amelia Schlott |
| 7. Franklin Hachadurian | 15. Hilda Wilson |
| 8. Larry Hammer | 16. Linda Woody |

To the person, members of the unit are characterized by a strong work ethic and an unwavering commitment to customer service.

Resumes for each staff member are included in the Appendix.

6. Temporary & Student-Wage Employees

If applicable, describe the number and contribution of student employees or graduate assistants to the unit's programs and services.

Historically the unit has employed between 3 and 5 student workers during the regular semesters and 1 or 2 student workers during the summer. Student workers typically help with filing and covering the front desk. More recently, student workers have been used as data entry clerks for transfer articulation. The table below shows the student wage money spent per semester. Non-workstudy dollars are taken directly from the Registrar's operational budget.

Articulation turnaround time, personalized customer service at the front desk, and file clean-up would suffer if student workers were lost.

Student Wages Registrar's Office			
Term	Workstudy	Non-workstudy	Total
Summer 2011	none	2,000	2,000
Spring 2011	2,227	5,231	7,458
Fall 2010	4,158	4,920	9,078
Summer 2010	none	3,072	3,072
Spring 2010	3,062	9,238	12,300

Fall 2009	3,179	5,571	8,750
Summer 2009	none	833	833
Spring 2009	3,120	2,880	6,000
Summer 2008	none	4145	4,145

Alignment with WCU Mission, Vision, Values

1. *How does the unit mission align with the University mission with specific reference to support of the University’s Quality Enhancement Plan (QEP), UNC Tomorrow and the academic colleges/schools?*

University Mission Statement

Western Carolina University creates engaged learning opportunities that incorporate teaching, research and service through residential, distance education and international experiences. The university focuses its academic programs, educational outreach, research and creative activities, and cultural activities to improve individual lives and enhance economic and community development in the region, state and nation.

Registrar’s Office Mission Statement

The Registrar’s Office at Western Carolina University supports the mission of the institution and its academic programs by providing leadership and service in the area of student records. Its primary roles are to 1) manage and maintain a stable and efficient student information system, 2) enable the varied business practices related to student records and registration, and 3) enforce the academic policies of the institution.

The Registrar’s Office is the data steward for student academic records and the functional owner of the Student Information System. In these two roles it provides broad support toward all manner of institutional goals including the QEP, UNC Tomorrow and various initiatives within the schools and colleges. The unit provides historical data to a variety of units within the university. In support of the QEP, the Registrar’s Office has worked closely with the team developing the eBriefcase on framework and electronic integration issues. The office is also responsive with a variety of different partnerships that support broad institutional goals such as “engagement.” We work closely with the academic departments and the Provost’s Office to implement curricular changes into the catalog and the degree audits in support of institutional goals. We’ve worked with the Office of Service Learning to denote Service Learning courses on the transcript. We partner with a variety of units to help them integrate their systems with the Student Records system.

2. *How has the purpose of the unit changed in the past 5 years?*

Historically Registrar’s Offices have perceived their primary role to be the steward of the academic record; recording student bio/demo data, courses completed, grades received, etc. Processes and procedures revolve around collecting and preserving history. While the curatorial role is important, it’s not the most important duty of the Registrar’s Office. In a student-success environment Registrar’s Offices today must be more visionary and forward-looking.

At Western Carolina, the Registrar Office often refers to this changing focus as the view “out the front of the bus.” The overly simplified table shown below illustrates the concept.

View out the Back of the Bus		View out the Front of the Bus
Courses Counted Toward Degree Completion	vs.	Courses Remaining Until Degree is Complete
Classes Offered by the Institution	vs.	Classes the Institution Needs to Offer
Degrees Conferred	vs.	Degrees to be Conferred

This forward-looking concept fits nicely within the conceptual framework of both the QEP and UNC Tomorrow.

While information systems have played a large role in capturing the institutional record, they play an even larger role charting our course forward. During the past five years, the institution has looked toward the Registrar’s Office for leadership in the area of records management and process improvement to help it become more operationally efficient.

One of the cornerstones of the QEP is engagement, and the Registrar’s Office has broadly supported student engagement and student empowerment through its business processes. Core services to students are delivered primarily via the web. Degree audits are optimized for student readability and tightly integrated with academic advising, registration and degree conferral. Although students may be advised as to which classes will align with the academic and career goals, course selection and registration are done exclusively by the student.

Students have hands-on interaction with the degree audit and registration during orientation, where they are required to use MyCat to complete their schedules. Except for late-registrations, some reinstatements, and a limited number of special population students (HS Dual Enrollment, and Jamaican Program participants) and the partial schedules built by advisors for new freshmen, university staff rarely execute any course registration.

Since 2006 the Registrar’s Office has deliberately attempted to empower students and to provide services as transparently as possible. These trends of engagement, empowerment, and transparency of services will continue for the foreseeable future.

3. *How do you expect the purpose to change in the next 5 years?*

Certainly the productivity trends discussed above will continue through the next five years. To do that it will be increasingly necessary for the Registrar's Office to manage the Student Information System so that data stored there integrates readily with other systems.

The purpose of the unit will continue around a central core, but the way the unit does business will evolve.

Demand for the program

1. Who are the key users/participants of the unit's programs or services?

Primary consumers of Registrar's Office Services include: students, instructors, advisors, staff and administrators. Secondary consumers of services include: alumni, UNC General Administration, and the general public.

2. How do you identify and measure demand for the unit's programs or services?

The unit monitors and benchmarks the following types of data as indicators of demand and/or performance.

- Students registered
- Academic Program Changes (change of major)
- Attendances reported
- Grades recorded
- Outbound transcript volume
- Inbound transcripts processed
- Credits articulated
- Student academic standing
- Degrees Conferred

3. List those other units on campus that interact most with this unit. Briefly describe the nature of those interactions.

Provost Office: This office is a consumer of data collected by the Registrar's Office. The office is often asked to help interpret data or generate special reports. It works closely with Provost's Office on curriculum matters related to the publication of the catalog.

Advising Center: The Registrar's Office works closely with the Advising Center on matters related to new student orientation, declaration of major, degree audits, academic policies, academic standing, and general registration.

Deans' Offices: Interaction is primarily with the associate deans. Performance data related to ongoing operations is sent to the academic deans. Examples include: class schedule information, rate of attendance reporting, rate of grade reporting, Dean's List, and degree candidates, etc.

Academic Departments: The Registrar's Office has a close working relationship with the academic departments. We partner with the departments around building the schedule of classes, scheduling classrooms, updating the academic catalog, creating & maintaining the courses and curriculum in the online catalog, updating the student information system, and in the programming of their degree audits. We also work closely with departments regarding the articulation of credits, the declaration of majors, and the assignment of advisors. The office is frequently asked to provide data, custom reports and interpret university policy.

Financial Aid: This unit is a big consumer of first and second week attendance data collected by the Registrar's Office. We consult frequently with regard to schedule adjustments. At specific times of the year, we create degree audits for FA to use to check Satisfactory Academic Progress.

Admissions: This unit acts as our front door for student records. We collaborate closely with regard to Banner-related issues and new student transitions as well as readmission processes and procedures.

Graduate School: Academic records for graduate students are housed in the Graduate School. They provide many of the services the Registrar's Office provides, except that their focus is graduate students. They play an important role related to degree conferral in that they record satisfactory completion of thesis and comprehensive examination requirements. In these areas, we collaborate extensively and always act in concert. With regard to graduate curriculum, the Registrar's Office builds and maintains their graduate courses, academic programs, curriculum rules, and degree audits in Banner.

Student Accounts: Interact regularly with the Bursar on term calendars & setup; also drop for nonpayment.

Office of Institutional Planning and Effectiveness: OIPE reports institutional data files to General Administration. We collaborate extensively around student data. The Registrar's Office places a high value on data integrity (accuracy and consistency.) We work closely with OIPE on institutional reporting, data standards, space management, and forecasting.

IT: Interact primarily with IT on issues associated with Banner and other enterprise-wide systems; identity management, Outlook/Exchange, SharePoint, Reporting Services, LMS/Blackboard, student email; Resource25 and 25Live web calendars. We participate on the Data Security & Stewardship Committee, the Intranet Steering Committee, and the Administrative and Academic Advisory Councils.

Educational Outreach: Provide services and outreach to continuing education and distance students. Military Student Services are housed in Educational Outreach as well as VA certification.

Athletics: The Registrar is the NCAA certifying official. The Registrar's Office interacts regularly with the Athletics NCAA Compliance Officer and the athletic academic support staff related to student - athlete issues. We are currently engaged in a joint project with Athletics related to the way academic progress and administrative attendances are reported institution-wide.

All of the offices listed above except the Provost's Office and Athletics provide representation for the Registrar's Advisory Board.

In addition, the Registrar's Office has good working relationships with the units listed below. Although there is a strong interconnectedness between these offices and the Registrar's Office our interaction with these offices tends to be less regular, (i.e. if there is a problem.)

- Student and Community Ethics
- Residential Living
- Health Services

- University Library

4. List other units on campus that provide related programs and services.

Much of the work of the Registrar’s Office is unique to the office. However, there is some overlap. The most obvious area of overlap is with the Graduate School. The Registrar’s Office and Graduate School work in close concert with each other. In some areas there is no overlap (example: outbound transcripts, drop for nonpayment, grade entry, certification, conferral, etc.). In other areas considerable overlap exists (examples: unofficial evaluation of credits earned elsewhere, change of program, end of term academic action.)

Many offices also work to extend and enhance services ultimately provided by the Registrar’s Office. For instance the Nursing Program and Teacher Placement Office both provide preliminary and unofficial transcript evaluations for prospective students prior to application. Educational Outreach provides services to several populations that are “at a distance,” such as students in the military and in the Jamaican program. International Programs and Services provides an extension of services to international and exchange students.

5. Describe the unique contributions of this unit.

Central core of services (recording & maintaining academic history, registration services, grading, etc.) are unique to the Registrar’s Office. The Registrar’s Office is broadly regarded as the definitive resource for Banner/Student functionality and interpretation of academic policy.

Quality

1. How do you identify and measure quality of the unit’s programs or services? List the top benchmarks used to assess quality.

Monitor the following:

- Departmental progress in building their schedule of classes
- Classrooms assignments from auto-scheduling
- Registration Activities during peak registration times
- Attendance, fifth-week and final grades are reported in a timely manner
- Outbound Transcript benchmarks
- Transfer Articulation Benchmarks
- End of Term Processes (Grading, Academic Action, Degree Conferral, etc.)
- Student, Faculty & Administrative Feedback

The Registrar’s Office also participates in the following meetings designed to improve operations and services

- **OneStop Coordination:** Directors meet monthly to provide updates and discuss ongoing operations. Includes representation from OneStop Express Counter, Registrar’s Office, Financial Aid, Advising, Admissions, Orientation, Student Support Services, Honors College, Residential Living, IT Client Services, chair of Faculty Senate, Bursar’s Office, and Disability Services.

- **BUGs:** The technical staff from the functional areas and representatives from IT meet weekly to discuss and stay abreast of Banner-related issues. The following Banner modules are represented.
- **Academic Calendar Committee:** Chaired by the Associate Provost the committee meets 2 or 3 times in the Fall. This committee develops the calendar that then goes to the Provost, Faculty Senate and Chancellor before being designated as “official”.
- **Student, Finance, HR, Financial Aid, and Advancement:** The following units participate: IT/Applications Development & Oracle DBA, Admin & Finance, Human Resources, Registrar’s Office, Admissions, Graduate School, Educational Outreach, Advancement, Financial Aid, Advising Center, University Library.
- **Start of School Committee:** The Senior Associate Vice Chancellor of Academic Affairs and the Associate Vice Chancellor of Student Affairs co-chair a pre & post Start-of-School meeting.
- **Commencement Committee:** The commencement committee meets four or five times per year but always meets prior to each commencement to coordinate commencement operations.
- **Data Standards:** The office provides representation on this body. All the Banner modules are represented. The committee is chaired by the Office of Institutional Planning and Effectiveness.
- **Retention and Enrollment Steering Team (R.E.S.T.):** The Registrar serves on this high level committee which includes the Provost, Senior Associate Vice Chancellor for Academic Affairs, Assistant VC for Undergraduate Studies, Vice Chancellor for Student Development , Director of Student Recruitment & Transitions, and Assistant VC for Institution Research. Meets monthly.
- **Academic Appeals Committee:** The Registrar’s Office provides representation on this committee which hears appeals to academic action.
- **IT Governance:** The Registrar services on the Administrative Technology Advisory Council and the Academic Technology Advisory Council.
- **Department Head Council:** The Registrar serves as an ex-officio member of this body which meets two or three times per semester.
- **Associate Deans Council:** The Registrar serves as an ex-officio member of this body which meets twice monthly.
- **Committee for Improving Transfer Process:** The Registrar’s Office provides representation on this committee which also includes: the Office of First Year Studies, Admissions and the Advising Center.
- **Advising Center Advisory Committee:** The Registrar’s Office provides representation on this broad-based committee.
- **University Space Committee:** The Registrar serves on this committee which is advisory to the Provost and Executive Council.
- **Academic Space Committee:** The Registrar co-chairs this committee which is a subcommittee of the University Space Committee. This committee broadly oversees classroom scheduling and is charged with improving academic space utilization. It reviews under-utilized spaces and makes recommendations to improve utilization. It also reviews R25 auto-scheduling runs to access and improve scheduling performance.

Participation in Professional Development

To stay current in the field the Registrar’s Office participates in a variety of professional development opportunities. The unit is a member the professional organizations listed below regularly sends staff to attend these conferences and workshops offered by the following groups.

- CACRAO,

- SACRAO,
- AACRAO,
- MABUG,
- Banner SUMMIT
- CollegeNet Annual User Conference
- CollegeNet Regional User Conference
- Veterans Administration

People within the unit also monitor and participate on different listservs and participate in topic specific webinars.

2. How do you use the results of quality assessments to improve programs and/or services? Provide specific examples.

The Registrar's Office proactively solicits feedback to identify inefficiencies and uses this feedback to improve programs and services. The following bodies carry the most weight: 1) Registrar's Advisory Board, 2) Department Head's Council, 3) Associate Dean's Council, and 4) the Faculty Senate. Of these four bodies, the Registrar's Advisory Board is unique, in that in addition to the feedback it provides it is also engaged to assist in prioritizing the work of the unit.

Some examples include:

- **Timeliness of Degree Conferral:** identified that timeliness to degree conferral was not acceptable, re-engineered the business process, improved turn-around time from 4-6 weeks to 48 hours.
- **Transfer Articulation Turnaround:** identified that articulation turnaround was not acceptable, re-engineered the business process, increased transparency, improved turn-around time such that all matriculating students received timely evaluations (prior to advisement and registration).

3. What were the major accomplishments of the unit in the past 5 years? Include those directly related to unit functions AND/OR other contributions related to University goals.

- Improving the reputation of the Registrar's Office
- Improving the integrity of Student Records; *since 2007 the university has received written commendation from UNC General Administration on the timeliness and cleanliness of the student data files submitted.*
- Transition and Implementation of Banner
- Elimination of paper grade rosters for reporting of grades
- Self-registration for all continuing students
- Improved Reporting Efficiency
- Creation of Degree Audit for all Academic Programs; *prior to 2006 the university did not have a degree audit that students could run. Between Fall 2006 and Fall 2007 undergraduate audits were completed. Between Fall 2007 and Fall 2008 graduate degree audits were completed.*
- Integration of the Audit with Departmental Advising.
- Implementation of Course Waitlists

- Implementation of Online Application for Graduation and the elimination of paper application for graduation; *implemented Fall 2009.*
- Reduced time needed to confer degrees; *from six weeks to 48 hours degree candidates completing their final requirements through regular instruction at Western Carolina University.*
- Reporting of Administrative Attendance (first & second week); *an initiative to reduce the discrepancies between the census day enrollment file and the end-of-semester final grade file submitted to UNC General Administration.*
- Direct Deposit of Financial Aid; *by leverage the first and second week attendance reported by instructors*
- Quality and Timeliness of Data; *ongoing, data inconsistency was a significant impediment to surcharge and articulation processing.*
- Self-Service Look-up tool for credits earned elsewhere; *implemented Spring 2011*
- Leveraging the Early-Release of Grade to Improving the Response Rate on the Student Assessment of Instruction; *effective Fall 2011. Response rate improved from 30 to 75%*
- Completed the Scanning of the hard copy transcripts (transcripts not in Banner)
- Automated Drop for Nonpayment
- Auto-notifications through Banner Workflow (late registration & late drop/withdrawal confirmation, non-payment, change of grade, removal of incomplete, application for graduation, etc.)
- Tuition Surcharge Script & Processes; *effective Fall 2011 charges are assessed immediately at the end of add drop.*

Cost Effectiveness

1. How do you identify and measure cost effectiveness of this unit? List the top benchmarks used to assess cost effectiveness.

The Registrar's Office has not been deliberate in measuring cost-effectiveness of the unit. The unit has been very proactive in improving efficiency both within the unit and the institution. A good example is the development of paperless processes. Although the unit has not seen a budget increase in over (six years) it has never been short of operational funds. The unit's budget was established when activities were paper-based and USPS rather than email was the norm. In 4 of the last 5 years, the unit has returned money to enrollment management for use in other areas.

Although the unit has not studied or documented cost effectiveness, the unit does regularly compare its operations and services to others. These primary sources of comparative data are:

- UNC institutions via UNC_Registrar listserv
- CACRAO institutions via CACRAO_ALL listserv
- Occasional Self-Study via phone survey of other institutions

These comparisons are generally around services and policies and occasionally include comparison of budgets and staff levels. Since 2009 the Registrar's Office has at least 50 comparative studies on file. The majority of the comparative studies on file were initiated by Western Carolina, but some are from discussions initiated by other institutions. All of the UNC Registrars actively support each

other and readily share information based on their experiences at their current and prior institutions. For most topics at least 12 to 14 institutions will offer a quick response. It's not unusual for all 16 UNC institutions to contribute on a given topic.

The appendix includes representative samples of each of the three types of comparative studies with 85% coming from the UNC Registrar's Listserv.

2. Attach an itemized spreadsheet outlining ALL revenues/resources generated and expenses incurred (*including salaries*) for the unit for the past 3 years.

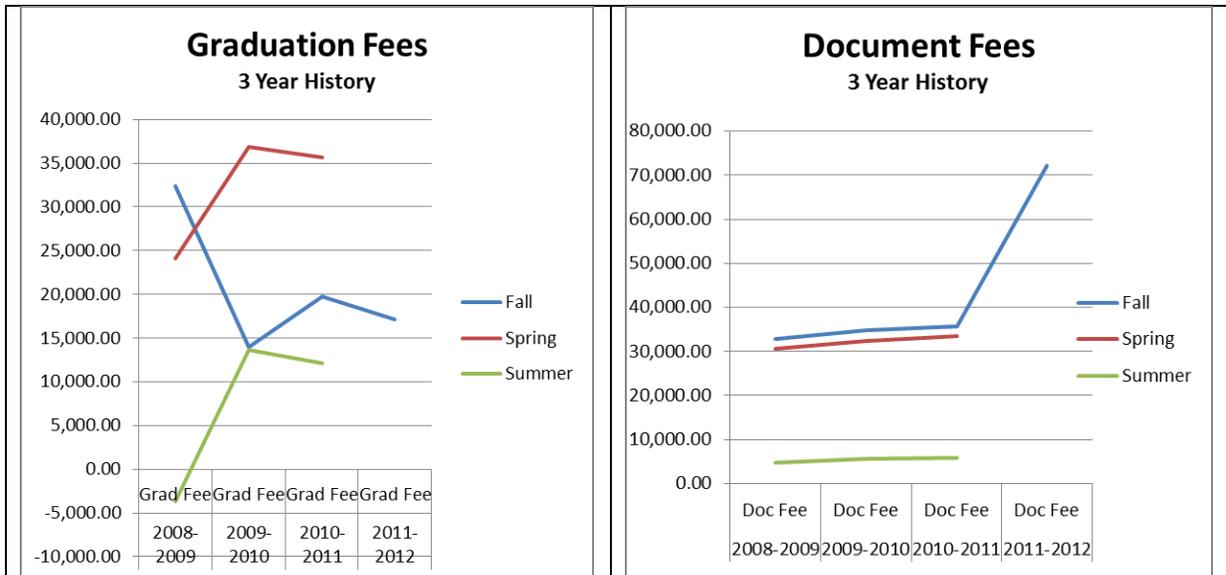
Fee Analysis

Generally speaking the Registrar's Office is not considered to be revenue-generating. However, there is revenue associated with several operations in the Registrar's Office. These revenues go into either 1) the commencement budget, or 2) the Provost's reserve fund.

Existing Fees

Graduation Fee – prior to Fall 2011 \$30; effective Fall 2011 \$60.

Document Fee – prior to Fall 2011 \$5.00; effective Fall 2011 \$10.00



New fees approved for 2011/12

Certificate Fee

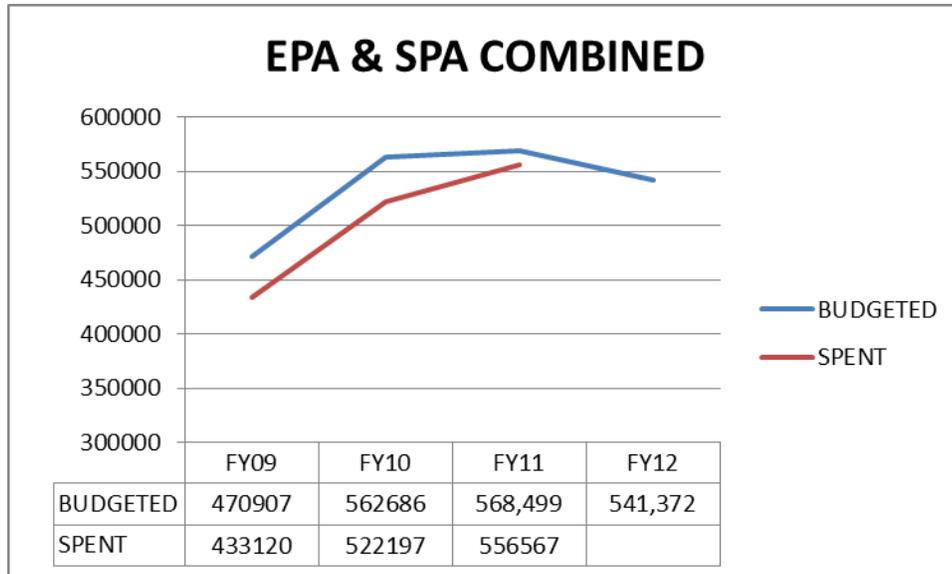
Per Transcript Fee

Salary Analysis

The chart below shows the combined EPA & SPA data from the Registrar's Office budget. The increase in the budgeted salary dollars between FY 09 and FY 10 are the result of several converting events; an internal transfer of a budgeted position from the Provost Office, a

budgeted increase to fulfill a contractual obligation related to a prior-year reclassification, and an employment counter offer.

The slight salary gain in FY 11 represents reclassification difference when a position slated for permanent loss was reallocated to support transfer articulation (a strategic priority of the institution.) The gap between budgeted and spent salaries is the result of vacant positions that the unit was not allowed to fill in difficult budget times. The decrease in FY 12 represents the permanent loss of a position within the unit. The FY 12 budget is sufficient to support the current staffing level within the unit.



Although there has been year-to-year variation in the Registrar’s Office salary budget lines, there has been no substantive change in the salaries of the core staff within the unit. The most common position classification used within the office is Administrative Support Specialist. Salaries of the full-time line staff range from \$28,050 to \$33,030 with the average line staff earning \$29,723. Supervisor salaries range from 37,300 to 41,874. The Associate Registrar earns \$46,228 and the Registrar’s salary is \$95,000.

Salaries of all state personnel are public record. In recognition of the sensitive nature of salary data salary detail was not provided but is available if needed.

Opportunity Analysis

1. How can programs or services offered by the unit be enhanced?

a. Automation of processes

The following process would benefit from automation.

- i. Change of Major
- ii. Transcript Order Entry
- iii. NCAA Reporting
- iv. XML Transcript exchange

- v. Document Imaging
 - vi. Seat Prediction
- b. Collaboration with other units on campus
- i. Early Alert – through ongoing efforts in Student Affairs and through continuous engagement with the academic departments.
 - ii. Student Retention – by supporting activities designed improve fall to fall freshman retention and to reach out to students at all levels who fail to enroll, and by continuing to work with the academic departments, Advising Center, Student Support Services, Office of First Year Experience, Student Affairs and others engaged in retention activities.
 - iii. Front Desk Operations - through better use of the OneStop Counter and by extending additional services out to the web.
- c. Outsourcing to an independent contractor
- i. PDF transcript production & delivery
- d. Latest Release Upgrades –
- The Registrar’s Office needs to be proactive in requiring IT to annually update to the latest release of all enterprise-wide software. The Registrar’s Office has felt or is currently feeling the pains associated with not upgrading the following:
- i. OnBase Document Imaging
 - ii. Reporting Services
 - iii. SharePoint
 - iv. Resource25
 - v. Visual Studio
2. How do the activities of other units advance or hinder the effectiveness of your unit? Focus should be on those units that were identified in item #3 in the section on “Demand for the Program.”

The other groups are generally inclusive of the Registrar’s Office when considering change. Activities are coordinated through various groups and committees by example.

The Registrar’s Office works in close collaboration with many Banner functional users through BUGs. These are the functional units whose daily operations are most likely to affect the Registrar’s Office. Process changes are coordinated through the BUGs group which meets weekly. *See section on Quality for explanation of BUGs.*

The Registrar regularly attends Faculty Senate meetings; is a member the Retention and Enrollment Steering Team (R.E.S.T); the Academic Calendar Committee; the Provost’s Administrative Council; the University Space Committee; co-chairs the Academic Space Committee; serves on several IT Governance Committees; and is as an ex officio member of the Department Heads group, and the Associate Dean’s Council.

This broad integration of the Registrar’s Office minimizes the unintended consequence of change and broadly improves unit effectiveness.

3. What programs and services offered by the unit are redundant or outside the scope of the unit's primary purpose?

While there are some redundancies in services (such as those offered by Graduate School) there are not any services provided that are out of the unit's scope.

4. What are similar units at peer or aspirant institutions doing that this unit would like to do or should be doing?

- Document Imaging
- Online Transcript Ordering
- PDF transcript fulfillment
- More electronic data exchange

5. What additional cost-savings could be achieved in this unit?

- Online forms/data collection
- Automation of work flow

6. What external funding opportunities (grants, contracts, etc.) exist that could be pursued by this unit? If applicable, describe any efforts to pursue such funding to date?

Not applicable

7. What would it take to make the program exemplary?

The Registrar's Office is well positioned to provide institutional leadership in several areas which require the commitment of institutional resources.

Areas in which unit could be exemplary include:

- Seat & Course Prediction
- Electronic Document Imaging
- Implementing Additional Banner/Student Modules Directly Effecting Student Success, Retention and Timeliness to Graduation (*Examples include: Business Relationship Manager. These are not currently owned by the institution.*)
- Implementing current baseline Banner Functionality *Examples include: Faculty Load, NCAA Eligibility, XML Degree Audits, Electronic Catalog Exchange, etc.*

Appendix

List of Appendix Items

- A. Staff Resumes
- B. Peer Group Comparison
- C. CACRAO Staff Study
- D. UNC Comparative Study
- E. Revenue Generation ; 3-yr History

A. Resumes

Staff Resumes / Staff List (Alphabetical by Last Name)

1. Stacey, Atkins
2. Donna Carpenter
3. Jolene Coggins
4. Sherry Fox
5. Kathy Green
6. Glenda Gainor
7. Frank Hachadurian
8. Larry Hammer
9. Kari Hensley
10. Laura Mallonee
11. Sharon Painter
12. Robert Ryder
13. Anita Samuel
14. Amelia Schlott
15. Hilda Wilson
16. Linda Woody

STACEY M. ATKINS

P.O. Box 1461; Cullowhee, NC 28723
(828) 361-9214; sdmitchell1@gmail.com

POSITION TITLE: *Transfer Catalog Coordinator*

CORE COMPETENCIES:

- Organized and detail oriented
- Decision making/problem solving
- Customer service focused
- Driven to exceed goals
- Honest and dedicated employee
- Superior communication/speaking skills
- Effective at multitasking & multiple assignments
- Works well independently or in a group setting

EDUCATION

Western Carolina University Cullowhee, NC
Bachelor of Science in Business Administration, Management 2007
Focus: Employee Training, Management, Marketing, Strategy, Communications and Client Relations

COMPUTER SKILLS

Banner, Word, Excel, Power Point, Outlook, Internet Research, Mac/Apple

PROFESSIONAL HISTORY

Western Carolina University Cullowhee, NC
Transfer Catalog Coordinator 2010 to Present

- Responsible for the creation and maintenance of the Banner Transfer Articulation Catalogs.
- Schedule and facilitate working meetings with third-parties to collect data and complete projects.
- Possess general oversight of web-based tools for course look-up and other duties related to transfer articulation.
- Deal pleasantly and professionally with students, staff, faculty and the public.

Sandcastle Café St. Simons Is, GA
Server 2009 to 2010

- Promptly greeted guests, took orders and delivered meals; continued to provide beverage refills and kept a discreet eye on the guests to ensure they were satisfied with the food and service.
- Leveraged strong interpersonal skills to manage a high volume of customers in a fast paced setting.
- Consistently provided a world class experience for each customer.

Smoky Mountain Times Bryson City, NC
Advertising Representative 2008 to 2009

- Presented compelling and effective presentations to clients incorporating adverting plans designed to meet their needs and budget requirements.
- Gained reputation as a knowledgeable and effective business partner with the ability to support the client's goals.
- Developed and executed comprehensive annual, monthly and weekly sales plans; utilized strong networking skills to drive new account development, uncover opportunities and secure sales.
- Sold all ads for 2009 "Information Please" Magazine.
- Managed and met my monthly performance goals of cold calls, checkups and revenue within my territory.
- Performed public relations within the local community to enhance publication sales such as attending Rotary meetings and Chamber of Commerce dinners.

Prudential Great Smoky's Realty Sylva, NC
Agent's Assistant 2006 to 2008

- Provided administrative and business support in a busy Real Estate office
- Accurately created and updated listing files, organized buyer and seller information, and obtained real estate deeds and plot information.
- Contributed to business development initiatives by creating and securing advertisements in local publications; scheduled client meetings, attended open houses and performed other duties as needed.
- Updated property listings using Navica, a real estate search engine.

COMMUNITY SERVICE

WCU Move In Welcome Team, Cullowhee, NC 2011
The Christmas Store, Cullowhee, NC 2010
Dining Services, Cullowhee, NC 2010

Donna Carpenter

PO Box 2138
Cullowhee, NC 28723
828-586-8543
Email: miabobdonna@yahoo.com

- Objective:** Seeking a full-time position in an administrative field.
- Experience:** WCU Registrar's Office 2005- present
- Handle front desk and large volume of phone calls – answers variety of questions regarding registration, greet students and faculty. Hire and managed work study students. Manage budgets and inventory of supplies/equipment. Work with vendors and sale quotes. Work closely and under supervision of Assistant Registrar, check and answer Registrar's email box
- Computer Skills:** Knowledgeable of Word, Excel, Banner
- Related Experience:** WCU Counseling and Psychological Services 1995-2005
NC Division of Vocational Rehab Services 1987-1995
- Education:** Sylva Webster High School 1976: SCC 1978
- Community Service:** St. Mary's Catholic Church

Jolene Coggins
PO Box 271
Glennville, NC 28736
828-743-9510
jcoggins@wcu.edu

POSITIONS/TITLE: Registrar's Office Administrative Support Specialist

EXPERIENCE

Held position for eight years
Knowledge of Banner
Acquiring matriculated student folders from admissions office
Supports students with registration, name changes, updating address,
And overload forms
Verifies & certifies enrollment of student athletes
Oversees retirement and destruction of old student folders
Investigates missing records and folders
Filing of hard-copy documentation in students folders
Cross trained for program changes, advisor assignments, and
transcripts

COMPUTER SKILLS

Banner, Outlook, Word, Banner Self -Service

RELATED EXPERIENCE

Bond Builders Supply
Assistant Bookkeeper
Cashiers, NC
1984-1998

Assisted in customer billing
Posted customer payments
Data entry of accounts payable
Managed paint department
Assisted customers with purchases

OTHER EXPERIENCE

The Crossroads Chronicle
Fox Farms Maintenance
Cashiers, NC
1982-1984
Sapphire, NC
1998-2003

EDUCATION

Southwestern Technical College
Applied Science Business Administration
Sylva, NC
1982

Sherry B. Fox
3043 Tilley Creek Rd.
Cullowhee, NC 28723
828-293-9258
fox@wcu.edu

OBJECTIVE:

EDUCATION

Western Carolina University
BSEd English
Concentration: Professional Writing
Cum Laude
Cullowhee, NC
5/22/66

EXPERIENCE

Jackson County Schools
Title I teacher
Sylva, NC
1966
Taught English/reading to students with learning difficulties

Western Carolina University
Curriculum Librarian
1966-1969
Set up Curriculum Library in Stillwell Bldg. for Dr. Carl Dan Killian;
moved to Killian -- arranged and administered Curriculum Lab

Associate Editor, *Western Carolina University Magazine*
1969
Published photographic essay on tornado that destroyed trees
at Bird Building

Secretary, WCU summer school
1970

Jackson County Schools
Librarian, Sylva-Webster High School
1970-78
Administered high school media center, supervised student workers

Teacher, Sylva Webster High School
1979-1982
Taught English to high school freshmen and sophomores

Western Carolina University
Secretary III & IV, Office of Student Development
1982-1986
Served as secretary to 5 administrators—worked with Dean,
veterans affairs, Greek affairs, student organizations, discipline,
disability services, multicultural affairs, housing, orientation,
Counseling Center, Health Center and Intramurals

Administrative Secretary V, Office of Student Development
1993-1996
Scheduled all Vice Chancellor appointments, worked with
Student Government Assn., prepared budgets.

Administrative Support Associate, Registrar's Office
1997-present
Process changes of major, minors and concentrations;
update advisers and degree catalogs for all departments
in all colleges. Assist transcript clerk when needed.

COMMUNITY SERVICE

Adult Sunday School Teacher, Cullowhee Valley Baptist Church
1983-present
Support a Mexican child through Sunrise Baptist Ministries, Zapata, Texas

COMPUTER SKILLS

Excel, Word, Banner

HONORS, ACTIVITIES

Attended WCU gifted high school summer program 2 years in 1960's
Delivered Edyth Walker's speech for her at dedication of Walker Residence Hall
Member, Mortar Board Honor Society 1980's

KATHERINE GREEN

331 Valley Springs Dr
Sylva NC 28779
828-586-5989
greenkat@wcu.edu

POSITION TITLE: Associate Registrar

HIGHLIGHTS OF POSITION

- 34 years experience
- Banner (Student/Finance)
- Staff Supervision/Management
- FERPA Regulations governing student records
- Regulations governing employees
- R-25 Calendar
- Planning/Organizing/Training
- Budget
- Oral/Written Communication

RELATED EXPERIENCE

Western Carolina University ~ Registrar Cullowhee, NC
Administrative Asst. to the University Registrar 1989-2007

- Supervision/Management of Student Workers
- Maintenance of student records within IA Plus and Banner
- Assisted with Web for Students/Faculty implementation
- Assisted with IA computer system upgrades
- Composed minutes for IA/Web implementation/upgrade team
- IA Degree Audit
- Wrote and published procedures for student/faculty to perform Web for Student and Faculty functions
- Created, maintained and published university/office policies/procedures/forms
- Assisted with Clearinghouse implementation
- Clearinghouse reporting and processing of enrollment/degree data
- Grading
- Maintained Final Exam Schedule
- Budget
- Organization Planning
- Processed subpoenaed documents
- Wrote, compiled and created the Published Master Schedule of Classes ~ registration/drop-add procedures, policies, general information, final exam, academic calendar, Gen Ed./Lib Studies,etc. for summer, fall, spring semesters
- FERPA Policies/Guidelines
- Faculty/Administrative/Student correspondence

- Purchasing
- Travel
- Inventory
- Office contracts
- Scheduled and set-up Registrations (on-off campus)
- Processed Late Registrations
- Processed Course/University withdrawals
- Prepared and maintained registration statistical data
- Edited University Catalog
- Created and compiled term associated Academic Calendar
- Created and compiled office calendar
- Skilled in interpretation, conversion and courses on hard copy transcripts, paper grade rosters, statistical records, etc.
- Oral/Written Communication
- Orientation planning and registration
- Certified enrollment/degrees
- Certified athletes for NCAA
- Certified WCU organizations
- Appointment scheduling
- SACS
- Liaison for Registrar within university/community

Western Carolina University
Graduation Specialist ~ Registrar

Cullowhee, NC
 1987-1989

- Created and maintained degree candidate records
- Performed manual preliminary and final degree audit on degree candidates
- Determined final degree candidates
- Determined University Scholars/University Honors
- Posted Degrees
- Posted Honors
- Skilled in University Gen. Ed., and degree requirements
- Skilled in interpretation, conversion of hours and courses on hard copy transcripts
- Created all degree candidate lists for commencement ceremony and other administrative divisions, line-up, alpha, degree, etc., honors, etc., Decimated information to appropriate divisions.
- Created and proofed Commencement Bulletin
- Set-up of RAC for Commencement activities
- Served on Commencement Committee
- Participated on-stage at commencement ceremony
- Participated in oversight of commencement ceremony
- Ordered diplomas
- Affixed university honors/scholars to diplomas
- Fulfillment of diplomas
- Prepared and maintained commencement statistical records
- Faculty/Administrative/Student correspondence

Western Carolina University
Admissions Processor ~ Admissions Cullowhee, NC
1978-1987

- Created academic folder for undergraduate/graduate students
- Built undergraduate/graduate student admissions record in IA system
- Entered high school/college transcripts and undergraduate/graduate test scores
- Updated undergraduate/graduate student record in IA system
- Processed admission application fee
- Assisted with manual registration drop-add
- Skilled in interpretation of high school/college transcripts/test score

Western Carolina University
Departmental Secretary ~ English Cullowhee, NC
1977

- Budget
- Purchasing
- Contracts
- Travel
- Provided clerical support to faculty

COMPUTER SKILLS

MS Word, Excel, Access, PowerPoint, Banner Student, Banner Finance,
R-25 Calendar, MS Outlook, On-Base

EDUCATION

Southwestern Community College Sylva, NC
1987; 1988; 1996
Western Carolina University Cullowhee, NC
1978; 1980; 1983

ACTIVITIES/MEMBERSHIPS

AACRAO
SACRAO
SEANEC
Commencement Committee
Academic Appeals Board
Academic Calendar Committee
SACS Committee
Performance Management
Effective Discipline ~ Policy & Practice

Data Entry Clerk

Payroll data entry
Bank reconciliations and W2's and 1099's
End of year computations

Education

1977 – 1978 Southwestern Community College Sylva, NC

- Business Administration

Franklin D. Hachadurian

75 Randall Road, Waynesville, NC 28786

(828) 442-3332

fhach@email.wcu.edu

EXPERIENCE: **Computer Support Technician, II**, Registrar’s Office, Cullowhee, NC – July 2008 to Present

- Developed documenting processes for internal office use
- Researched and suggested software upgrades for Registrar’s Office
- Provided IT maintenance and support for Registrar’s Office
- Restructured documentation portals for campus-wide use
- Provided degree audit support to all students

Computer Support Technician, I, Registrar’s Office, Cullowhee, NC – October 2007 to July 2008

- Provided hardware and software support for the Registrar’s Office
- Maintained hardware inventory
- Developed and maintain the degree audit system
- Wrote SQL reports on an as-needed basis for campus-wide use
- Managed the Registrar’s Web site, as well as documentation portals
- Articulated individual student program changes

IT Help Desk Intern, JAARS, Inc., Waxhaw, NC – Summer 2006

- Provided technical support to internal and external customers through e-mail, phone, and in person consultations
- Performed quality assurance on new machines to reduce IT support cost after deployment
- Evaluated software and software upgrades for deployment in production environment
- Developed training and supplemental documents to generate an accelerated return of investment on new software and software upgrade deployment.

EDUCATION: **Bachelor of Science in Telecommunications Engineering Technology – May 2007**
Western Carolina University
Overall GPA: 3.158/4.0

COMPUTER SKILLS: Microsoft operation software: Windows XP Professional and Windows 7 Enterprise; Apple Operating Systems – OS X+, SCT Banner support, Application software such as Microsoft Office for Windows 2003 and 2007; Microsoft Office for Macintosh 2004 and 2008; Java, C/C++, Visual Basic, HTML, MATLAB, Mote-View, Windows 98/2K/XP/Vista, DOS, TinyOS, TOAD 9.x, Microsoft Studio, Mac OS X

HARDWARE SKILLS: Cisco and symbol technology routers, switches, firewalls, power ports, VOIP, PC hardware

Larry Hammer

LAWRENCE A. HAMMER

1755 Locust Creek Road
Sylva NC, 28779

(828) 586-4539 – home
hammer@email.wcu.edu

SUMMARY OF QUALIFICATIONS

- Twenty-four years experience in higher education with progressively increasing responsibility in enrollment management.
- Masters Degree in Human Resource Development with a specialization in Organizational Development.
- Student oriented, high energy, self-motivated, self-starter with ability to manage multiple tasks and accomplish program goals and objectives in a timely manner.
- Strong technical skills (software and hardware.) Higher Education specific software skill set including BANNER, Luminis, SQL query language, SharePoint, SQL Server, Resource 25, Recruitment Plus, SIS/Plus and FOCUS

EDUCATION

Western Carolina University

Master of Science, Human Resource Development GPA = 39/40
Concentration in Organizational Development
Bachelor of Science, Chemistry GPA 3.1/4.0, major GPA 3.5/4.0

Cullowhee, NC
May 1996

Polk Community College

Associate of Science, Biology

May 1982
Winter Haven, FL
May 1979

MANAGEMENT TRAINING

University of Richmond

Management Leadership Institute
National Association of Colleges and Employers

Richmond, VA
June 1996

COMPUTER SKILLS

Database Applications:

Sungard – Banner and Luminis; CollegeNet – Resource25, Schedule25, and 25Live; Microsoft – Sharepoint, SQL Server, Reporting Services, and Project Manager; College Board – Recruitment Plus; Quest Software – TOAD; Hyland Onbase Document Imaging; Structured Query Language (SQL), Sungard – SIS/Plus, Information Builders – FOCUS.

PC/LAN:

Windows – Microsoft Office; Outlook/Exchange, Word, Excel, Access, PowerPoint, Front Page, Adobe Acrobat, Macromedia – Dreamweaver, Fireworks, Flash; Windows Server; Internet Information Server IIS
Linux - (hobby level) RedHat, Ubuntu Open Office, Apache Server. Built and maintained several small Linux networks.

Professional Memberships

CACRAO – Carolinas Association of Collegiate Registrars and Admissions Officers
SACRAO – Southeastern Association of Collegiate Registrars and Admissions Officers
AACRAO – American Association of Collegiate Registrars and Admissions Officers

KEY SKILLS

Records Management

- Twenty four years successful records management experience in a university environment. Skilled manager of both paper based and electronic records. Current record systems include Sungard Banner and Luminis, CollegeNet Resource 25, Hyland Onbase Document Imaging System. Recent record systems include College Board Recruitment Plus.
- Oversee the functional aspects of the university's current student records system, approximately 9000 students with over 100,000 student credit hours. Oversee an office of 15 staff members.
- Served as "Admissions Lead" on the SIS/Plus conversion to Banner.

Shared Leadership and Vision

- Strong proponent of shared leadership. Key member of a high-performance leadership team in enrollment management. Comfortable with all team roles; especially leadership. Recognized by group as being innovative and creative. A natural leader, comfortable speaking to groups, appreciative of constructive criticism. Excellent problem solving and planning skills. Tenacious. Steady in a storm.
- Key member of the enrollment management team that has overseen unprecedented growth in the quality and size of the incoming freshman class. Between 2001 and 2005 matriculated freshman class increased from 1005 to 1438 (30%). SAT average improved by 15 points from 1012 to 1027.

Project and Event Management

- Oversaw the implementation of College Board's Recruitment Plus information system in undergraduate admissions.
- Played a key role in the Y2K migration to SIS/Plus
- Rescued the Banner Student implementation when reassigned to Registrar's Office. Currently serves as Western Carolina's Banner Student lead.
- Lead role in the successful implementation of Collegenet's Resource25 room scheduling package.
- Successful track record staging or participating in commencement, open house events, recruiting tours, career fairs, etc.

Public Relations

- Able to build strong working relationships with all constituent groups including faculty, staff, students and external customers. Frequent presenter. Have worked closely with the following offices on a variety of projects; Information Technology, Alumni Affairs & Advancement, University Planning, Residential Living, Student and Community Ethics, Public Information, Admissions, Graduate School, Educational Outreach, Advising Center, Financial Aid, OneStop, Career Services, Student Support Services and Honors College.

WORK EXPERIENCE

Western Carolina University

Registrar's Office – University Registrar October 2005 to present

Enrollment Management – Information Systems Coordinator 1998 to 2005
Admissions – Information Systems Coordinator

Admissions – Associate Director 1997 to 1998

Career Services/CAP Center – Coordinator 1987 to 1997

Allied Signal – Fisher Scientific (a Fortune 500 Company)

Account Representative and Diagnostic Specialist 1982 to 1987

PUBLICATIONS

Dougherty, Michael A. Tack, Fullah, and Hammer (1996) Disengagement: A Neglected Aspect of the Consultation Process. Journal of Education and Psychology Consultation. V7, n3 pp259-274.

SELECTED COMMITTEE MEMBERSHIPS

Current

- Retention and Enrollment Steering Team (REST)
- Banner User Group (chair) (BUGs)
- University Space Committee
- Academic Space Committee (co-chair)
- Data Security and Stewardship
- Administrative & Academic Technology Advisory Boards
- Intranet Steering Committee

Former

- State Residency Committee
(including a position on the subcommittee charged with re-writing the state's residency manual)
- Staff Senate (formerly Staff Forum)
- PTA President

KARI M. HENSLEY

P.O. Box 325
Webster, NC 28788
(828) 507-2110
khensley@wcu.edu

HIGHLIGHTS OF QUALIFICATIONS:

- Dedicated 8 year university employee; 2 years of experience in the current position
- Exhibits exceptional customer service skills
- Prioritizes & manages workflow while multi-tasking for productivity
- Works well both on a team or independently

EDUCATION:

Western Carolina University
Bachelor of Science in Criminal Justice
Minor in Social Work
Cullowhee, NC
May 2012

- GPA 3.73/4.0: GPA in major 3.757

Southwestern Community College
Associate of Arts in College Transfer
Sylva, NC
December 2009

- GPA 3.232

COMPUTER SKILLS:

Microsoft Word, Excel, Power Point, Banner, Banner Report Portal, R25, Mycat, Blackboard, FRS, Contribute, TES & AACRAO

EXPERIENCE:

Western Carolina University Registrar's Office
Transfer Articulation Specialist
Cullowhee, NC
Oct 2009-Present

Assist advisors and students in the transcript articulation process:

- Evaluate & articulate transcripts for freshman, transfer and continuing students by comparing courses transferred to those offered at WCU
- Verify accreditation of institutions and course descriptions using the TES and AACRAO websites
- Send electronic evaluation of articulated coursework to students

Processing Assistant III
Oct 2003-Aug 2005

Assist Registrar, Associate Registrar and office with front desk administrative support:

- General office position involving answering phone, processing of mail, filing, providing backup support when needed.

Western Carolina University Office of Professional Exams
Supervisor/Proctor-Part-time On-Call
Cullowhee, NC
July 2009-Present

Assist and/or Supervise Various Tests:

- Administer tests such as ACT, NCE, PRAXIS, GRE, LSAT, SAT
- Oversee the issuance, collection and security of testing materials
- Sort, package and ship testing materials

Western Carolina University Police and Parking Services
Security of Events & Parking Attendant- Part-time/On-Call
Cullowhee, NC
Oct 2008-Present

Assist parking services and police department:

- Provide accurate directions to spectators of the community and/or event
- Prevent entrance or exit of event without mandatory ticket/pass
- Enforce no smoking and no alcohol consumption
- Provide surveillance and crowd control; communicate effectively utilizing radio
- Serve as part of a team to ensure event is successful

Western Carolina University Ramsey Regional Activity Center
Cullowhee, NC

Ticketing Agent & Usher of Events- Part-time/On-Call/Seasonal Oct 2007-Present
Assist spectators in purchasing or collecting tickets:

- Provide programs and direct foot traffic to seat locations
- Serve in a security capacity as needed for each event
- Provide back up to the Ticket Manager and occasionally supervise up to 30 employees

Western Carolina University Office of the Provost Cullowhee, NC *Administrative*
Support Associate Aug 2005-Oct 2009

Assist the Provost and Associate Vice Chancellor for Academic Affairs with the following administrative duties:

- Maintained nine budget spreadsheets in Microsoft Excel
- Created purchase requisitions for supplies as needed utilizing Banner system
- For events involving the Provost and/or Associate Vice Chancellor of Academic Affairs: scheduled/coordinated meetings, events; solicited and collected materials, prepared handouts, recorded minutes, requested space utilizing Resource 25; ordered catering from Aramark,
- Developed work/motor pool requests utilizing WCU's internal online system; initiated travel reimbursement/check request forms as needed
- Performed general office duties as assigned

Western Carolina University Orientation Programs Cullowhee, NC
Administrative Secretary II Aug 2005-July 2006

Assist the Director and orientation counselors

- Managed calendar for Director of Orientation Programs
- Processed payments; balanced/reconciled daily reports using FRS system
- Supervised/delegated duties of work-study students
- Interviewed/shared feedback for orientation counselor selection process
- Created AA-7 forms for faculty summer compensation
- Maintained/updated the Orientation Programs website using Contribute
- Performed general office duties as assigned

OTHER EXPERIENCE

Catering Server. ARAMARK at WCU, Cullowhee, NC , Nov 2003-Dec 2005

Senior Teller/ Service Transaction Specialist, Wachovia Corporation, Cullowhee, NC, Mar 2000-Oct 2003

Reservationist/Wait Staff/Sales Clerk Great Smoky Mountain Railroad, Dillsboro, NC, Mar 1998-July 2002

MEMBERSHIPS:

International & National Honor Societies

- Pi Gamma Mu
- Alpha Sigma Lambda
- Alpha Phi Sigma

Laura A. Mallonee

mallonee@email.wcu.edu

Education:

- **Western Carolina University** – Bachelor of Arts in European History, minor in Medieval Studies
- **Western Carolina University** – Graduate work (79 Hours), Medieval Literature, and European History

Experience:

- **26 March 2007 – June 2008**, worked as a Transfer Evaluator for Western Carolina University's Registrar's Office. For this job, I was responsible for coding, entering, and articulating transcripts. I also had to be familiar with how to add or delete attributes in order for the student's degree audit to function properly. Also, knowledge of substitutions and waivers and how they affect the audit. I am also capable of coding and articulating credit for Foreign Institutions, CLEP, AP, Military, Teacher Cadet, and Experiential Learning.
- **June 2008 – present**, promoted to Graduation Coordinator/Specialist for Western Carolina University. I have had the privilege of witnessing the University's transformation from the old manual carbon paper process into the online method that allows the student direct access to filling out their own applications via the My Cat service. As a result, the Graduation Specialist position has evolved from being one who loads graduation applications, and clears them by hand manually during conferral to one of degree audit maintenance through course substitutions, waivers, and transfer work. There is also the issue of database management to track the Degree Audit's progress towards conferral. The result of this process is a record setting pace for the university in its being able to confer degrees within days of all final grades being turned in.

Additional Qualifications:

- Trained on Banner, and am well acquainted with the new Online Application for Graduation
- Banner Programs: SHATAEQ, SHATRNS, SOAPCOL,SGASTDN, SHADEGR, SPAIDEN,SFAREGS, SGASADD, SMASADJ – also, a great deal of work with the new Banner screens for the Online Graduation Application.
- Computers: PC or MAC. Extensive work with the IT people in the WCU Registrar’s Office on various projects, Reports, and databases in Banner TEST and in PROD.
- Team Work: every job in the Registrar’s office directly affects another area, therefore you must be on excellent communicative terms with the other areas, and this requires team work and a work environment conducive to the relaying of information between Registration, Section Building, Grading, Transfer, Graduation Coordination, Enrollment Certification and Catalog Maintenance.
- Online Degree Audit maintenance and alteration when necessary
- Extensive work concerning Microsoft Excel and Word. Many of the projects that I worked on involved the creation for templates in Word often employing if...then...else logic. This enables the importing of reports and spreadsheets into Word from Excel or other external source. The result is everything from personalized mailings, emails to printings such as graduation bulletins. Charts can also be integrated for professional presentations.

Organizations:

- Phi Alpha Theta - Honors Society in History
- Phi Beta Delta – Honors Society for International Scholars
- Pi Gamma Mu – International Honor Society in Social Science

References:

- Larry Hammer, WCU Registrar, hammer@email.wcu.edu
- Anita Samuel, Student Services Specialist – Registrar’s Office, asamuel@email.wcu.edu
- Amelia Schlott, Head of Tech Support, Registrar’s Office, aschlott@email.wcu.edu

SHARON P. PAINTER

PO Box 118
Tuckasegee, NC 28783
painters@wcu.edu

POSITION TITLE: Assistant Registrar for Records Management

HIGHLIGHTS OF POSITION

- Knowledge and use of Banner
- Knowledge of University policies and procedures
- Knowledge of student records
- Supervisor of 3 full-time and 1 part-time employee

EDUCATION:

Western Carolina University
Bachelor of Science in Business Administration
Concentration: Office Administration

Cullowhee, NC
June, 1977

COMPUTER SKILLS

Banner INB, Banner SSB, Word, Excel, Outlook

EXPERIENCE

Western Carolina University
Assistant Registrar for Record Management

Cullowhee, NC
May, 1999 - present

- Process change of grades/incomplete removals, grade replacements, Two-Year Rule
- Process Academic Standing changes
- Verify Tuition Surcharge report and monitor changes
- Enter course and program information for undergraduate and graduate catalog in ACALOG
- Supervise 3 full-time and 1 part-time employee
- Cross-trained release of transcript production; change of program and advisor process
- Assist with registration problems

Clerk Typist

May, 1991 – May, 1999

- Maintained course inventory in SIS+
- Entered and maintained course schedule for each term; prepared camera ready copy to be submitted to printer
- Posted transfer work to academic transcript after evaluations completed
- Assisted with academic record maintenance; processed change of grades and grade replacements
- Was responsible for sending out class rosters to instructors
- Was responsible for sending out final grade rosters at end of each term; checked rosters for discrepancies when submitted by instructors
- Posted transfer work to graduate student transcripts
- Posted advanced placement credit to student transcripts

- Typed all new student transcripts: freshmen, transfer and graduate students
- Prior to SIS+ implementation, each term, established transcript file for current enrolled students to insure grade posting streamlined
- Cross trained to work front receptionist position and transcript clerk position when needed

Receptionist October, 1984 – May, 1991

- Served as main contact person in receptionist area
- Answered telephone
- Greeted people entering office
- Assisted with registration; problems with registration
- Assisted with other procedures as assigned

Clerk Typist September, 1977 – October, 1984

- Typed hard copy transcript for incoming transfer students
- Posted transfer work to hard copy transcript
- Typed new graduate students transcript
- Prepared list of students changing major or advisor to be submitted to Computer Center for processing
- Prepared list of students withdrawing from course(s) to be submitted to Computer Center for processing

COMMUNITY SERVICE

Church Clerk, Tuckasegee Baptist Church 1980 – present

HONORS AND ACTIVITIES

- 2011 Support Person of the Year August, 2011
College of Education and Allied Professions & Educational Outreach
- Certificate of Completion September, 2007
Western Carolina University Leadership Institute
- Received National Association of Educational Office Personnel May, 1990
Professional Standards Certificate-Bachelor Degree Certificate
- Renewed Professional Certificate with Professional Standards March, 1990
Program – NCAEOP (North Carolina Association of Educational Office Personnel)
- Received Professional Certificate with Professional Standards March, 1985
Program – NCAEOP
- Chosen Outstanding Young Women of America 1985
- Member SEANC (State Employees Association of North 1977 - present
Carolina)
- Member of Local, District I, and State Chapters of NCAEOP 1977-90
- Member National Association of AEOP 1988-90

Robert Emerson Ryder
111 Bradley Street
Asheville, NC 28806
(828)582-5564

Employment History:

March 2010 to present: Technical Support Technician, Western Carolina University Registrar's Office, Cullowhee, NC.

June 2009 to March 2010: Medical Transcriptionist, United Transcription, Charlotte, NC.

January 2007 to December 2009: Co-owner, Saber Network Solutions, Asheville, NC.

October 2008 to November 2008: Clinical Informatics Specialist, Mission Hospitals, Asheville, NC.

January 2006 to October 2008: Technical Support Analyst, Asheville Radiology Associates, Asheville, NC.

August 2002 to December 2005: Medical Transcriptionist, Asheville Radiology Associates, Asheville, NC.

Education History:

August 2002 to December 2006: Asheville-Buncombe Community Technical College, Asheville, NC. Took courses in the Networking Technology program.

Bachelor of Arts degree in Film Studies. Georgia State University, Atlanta, GA, August 1983.

Certification:

A+ Certification (Computer Technician), CompTIA, 2001.

Anita Howell Samuel

15 Azalea Street, Asheville, NC 28803 ♦ 828.274.3304 (evening) ♦ 828.227.2375 (day)

PROFILE

- Excellent oral and written communication skills
- Advanced organizational skills; excellent typing skills
- Computer/Internet literate
- Advanced working knowledge and utilization of Microsoft Office programs

EDUCATION

Bachelor of Science in Business Administration
Western Carolina University, Cullowhee, NC (1987)

EXPERIENCE

Western Carolina University, Cullowhee, NC (1997 - present)

Compliance Supervisor

- Supervise the operation of the transfer evaluation unit
- Responsible for the online evaluation of educational credentials for all new matriculating students
- Create and authorize all correspondence relevant to transfer evaluation
- Maintain database for transfer course inventory; maintain academic records and associated files
- Certify students for graduation and enrollment verification
- Provide reports and statistics to the university administration, state, and federal government

Western Carolina University, Cullowhee, NC (1988 - 1997)

Assistant Director of Admissions

- Responsible for all student recruitment activities
- Completed correspondence to prospective students and faculty and processed admissions decisions
- On-site coordinator for admissions-sponsored events
- Identified and selected activity sites; negotiated and authorized facility contracts
- Finalized all logistical and travel arrangements and functioned as second-level supervisor under the director of admissions

Western Carolina University, Cullowhee, NC (1987 - 1988)

Continuing Education and Summer School

Processing Assistant

- Processed faculty payroll; secured faculty contracts
- Initiated and finalized all office purchases
- Responsible for billing and collecting and supervision of work-study students
- Set up, publicity and registration for conferences
- Secured facilities and finalized logistical arrangements
- Developed and implemented a database for an environmental scanning project
- Completed travel advance requests and reimbursements for the director

Contel of North Carolina, Sylva, NC (1986 - 1987)

Customer Service Representative

- Processed requests for new service and repair orders
- Completed data entry for dispatched orders

COMPUTER SKILLS

Operating Systems: Windows 95/98/2000/NT

Software Applications: Microsoft Word, Excel, and Outlook

HONORS

Mortar Board Nominee (1987)

Alpha Lambda Delta Honor Society (1986)

Who's Who Among American College Students (1983)

Amelia L Schlott

45 North Womack Street – Franklin, NC 28734
aschlott@wcu.edu

Banner

TOAD

Resource 25

RedDot

Web Page Design



Microsoft Visual Studio

Microsoft Word

Microsoft Excel

Microsoft Access

Microsoft PowerPoint

Objective

Obtain a position that allows me to use my training and experience to teach and inspire others through the use of technology.

Experience

Western Carolina University

Nov 08 – Present

Registrar's Office

- Assist office in daily technology needs
- Research and test new functionalities of Banner Student
- Develop reports using SQL
- Assist with student registration
- Assist with maintenance of degree audits
- Assist with new online graduation and conferral process
- Assist with ad hoc issues and problems
- Implement and maintain office website
- Assist with database files and spreadsheet applications
- Provide support for database systems through knowledge of Banner database structure and batch processing
- Provide back-up for ad hoc reports
- Pull data from mainframe system
- Utilize SQL and Visual Studio software to support needs internal to the office as well as the campus community

Western Carolina University

Nov 05 - Nov 08

College of Education and Allied Professions Dean's Office

- Make recommendations to the Dean and Associate Dean regarding computer equipment to meet college needs.
- Oversee all college graduation applications from first contact with student and track until graduation
- Develop database to make it possible to track students in the process of graduation
- Develop new room scheduling process for conference rooms while R25 was being developed
- Train users in using Banner and R25
- Help develop queries and reports for the Teacher Education database to track students that are part of the Teacher Education program
- Perform data updates in Banner and Access
- Responsible for the development of the Power Point for the annual Dean's Appreciation Luncheon
- Responsible for the Presentation and program booklet for the Annual College of Education and Allied Professions Honors and Awards.

- Maintain Teacher Education Handbook and Accreditation websites
- Perform updates and changes to the College website as needed
- Responsible for checking all requirements for student admission to Teacher Education
- Help students with portfolio software-TaskStream
- Help students with PLATO, praxis study software
- Train users on SmartBoard equipment
- Assist faculty and guests with demonstration equipment
- Install peripherals for departmental offices

Books-A-Million

July 03 – Sept 05

Warner Robins, GA General Manager

- Responsible for the level of customer service provided by the store
- Responsible for the daily operation of retail store
- Responsible for 1.5 million in company assets
- Responsible for developing reports that tracked budget information.
- Developed new system that company adopted to track the freshness of café baked goods
- Responsible for the hiring and training of all employees

Books-A-Million

Sept 02 – July 03

Auburn, AL General Manager

- Responsible for the daily operation of retail store
- Responsible for interviewing, hiring and training associates
- Member of the Clean-Up and Remodel task force

Education

Western Carolina University

May 1999

BSBA Computer Information Systems

Southwestern Community College

Computer Information Technology Courses

Operating System Concepts Internet/Web Fundamentals

Committees

WCU Data Standards Committee

Nov 2008- Present

CEAP Technology Committee

Sept 2007– Nov 2008

HILDA WILSON
Registrar's Office
206 Killian Annex
Cullowhee NC 28723
828-227-7216
hwilson@wcu.edu

POSITION TITLE: Administrative Support Specialist
(Transcript Clerk)

HIGHLIGHTS OF POSITION

- 12 years experience
- Banner
- On-Base
- Interpretation of transcript request
- Interpretation of hard copy transcript
- FERPA guidelines/policies
- Student oriented

RELATED EXPERIENCE

Western Carolina University ~ Registrar

Cullowhee, NC
1999 – 2003

Receptionist

- Greeted visitors
- Telephone
- Processed Late Registrations
- Processed Withdrawals (Course/University)
- Processed address changes
- Manual Registration/Drop-Add
- Decimated grade rosters
- Processed class discrepancies
- Opened mail
- Collected grades

Western Carolina University ~ Human Resources

Cullowhee, NC
1999

Receptionist

- Telephone
- Scheduled appointments
- Microfilmed
- Decimated information

NC Dept of Insurance
Secretary Asheville, NC
1990-1998

- Investigated insurance claims
- Telephone
- Scheduled appointments
- Decimated information

Asbury United Methodist Church
Secretary Asheville, NC
1987-1990

- Telephone
- Newsletter
- Bulletin
- Budget
- Decimated information

Franklin United Methodist Church
Secretary Franklin, NC
1980-1987

- Telephone
- Newsletter
- Bulletin
- Budget
- Decimated information

Western Carolina University ~ Academic Services/
Secretary Dean of Students Cullowhee, NC
1974-1977

- Telephone
- Scheduled appointments
- Budget
- Created/maintained files
- Purchasing
- Travel

Western Carolina University ~ Admissions
Applications Processor Cullowhee, NC
1970-1974

- Created Admissions record for applicants
- Processed application fee
- Entered high school/college transcripts
- Entered test scores
- Switchboard
- Decimated information to new applicants

COMPUTER SKILLS

Banner, Microsoft Word, Microsoft Office, Excel, Access, On-Base

MEMBERSHIPS

SEANEC

Linda N. Woody
581 Walker-Woody Road
Bryson City, NC 28713

EXPERIENCE

WCU-Registrar Office
Student Service Assistant
Cullowhee, NC
July 1999 - Present

- Process Resource-25 interface to place course section into classrooms
- Process Resource-25 interface to place Final Exams into classrooms
- Maintain R-25 Departmental Organization
- Monitor Section Building for accuracy
- Assist Section Builders with questions and problems
- Assist students with registration problems
- Monitor Course Discrepancies
- Process Honors Contract
- Process Independent Study Courses
- Process Internal Advance Placement Information
- Crossed trained to print transcripts, process grade changes, and removal of incompletes

WCU-Registrar Office
Processing Assistant III
Cullowhee, NC
Jan 1994 – July 1999

- Assisted students with web registration, assisted registration, transcript request, and general information
- Prepared class list, grade rolls and conformation of grades and mailed to departments
- Data Entry of student information
- Answered incoming calls and took appropriate action

COMPUTER SKILLS

Resource 25, Banner, Excel, Word

EDUCATION

Southwestern Community College
AAS Accounting
Sylva, NC
May 1989

B. Peer Group Comparative Study

Peer Group Comparative Study

Registrar's Offices; December 2010

Info/Service	Western Carolina	Univs Wis – Stevens Point	James Madison	Northern Mich Univ	Univ Wis - Lacrosse
Total Enrollment	10,000	9500	19,200 UG & GR	9300	10,000
Total Staff	16.5 + student worker	10 + 5 student workers	22.5 + student workers	11 + student workers	11 + student workers
Have a OneStop	External to RO	SS but no Onestop	No Onestop	External to RO	No Onestop
Operational Budget	\$47,000	\$75,000	Not Available	Not Available	Not Available
Associate Registrar	1	1	2	0	1
Assistant Registrar	3	0	0	3	0
Publish Catalog	Y – paper & web	Not in RO	Y	Y - web only	Y – paper & web
Readmits	Admissions	Admissions	Y	Admissions	Registrars
Create Schedule of Classes	Oversee, decentralized entry in departments	Centralized with assistants from departments	Oversee, decentralized entry in departments	Green bar paper process; Centralized entry in RO	Oversee, decentralized entry in departments
Oversee Room Assignments	Classrooms not labs	Yes	Partially	Yes	Mix
Oversee Registration	Yes	Yes	Yes	Yes	Yes
% of Manual Registrations by Staff	< 3%; new student schedules created in Advising	New student registrations 1600 freshmen 700 transfers in RO	< 5%	< 5%; Limited manual registration occurs in some Department Offices, and Onestop, < 15%	Min in RO; some in International Office; <10%
Use of Time-Ticketing	Yes	Yes	Yes	Yes	Yes
Oversee Grading	Yes	Yes	Yes	Yes	Yes
% of Manual Grading entered by staff	<2%	<5%	3%	5%	Min
Suspension/Probation	Calculated by RO. RO also produces letters. Coordinates with Advising Center	Calculated in RO. Admissions reviews & notifies.	Action calculated by RO, Notifications printed & distributed by Deans Offices.	In Advising	Standing calculated by RO. Deans Office handles notifications & appeals
Transfer Articulation in Registrar's Office	Registrars	Admissions	Registrars	Registrars	New students in Admissions; enrolled students in RO

Info/Service	Western Carolina	Univs Wis – Stevens Point	James Madison	Northern Mich Univ	Univ Wis - Lacrosse
Outbound Transcripts	Yes	Yes	Yes	Yes	Yes
Outsource Transcript fulfillment	Under review	Through Credentials	eScripSafe; majority printed in house	In house	NSCL for CC processing
VA Certification	No	Yes	Yes	No	Yes
Enrollment & Degree Verification	Clearinghouse	Clearinghouse	Clearinghouse	Clearinghouse	Clearinghouse
Responsible for Degree Audit	Yes	Yes (with IT)	Yes	Yes	Yes
Degree Conferral	Yes	Yes, departments sign off on majors & minors	Yes	Yes	Deans Office Approves, RO Posts
Commencement	Yes	No. Just the bulletin	Yes	Yes	Small piece in RO; majority by Continuing Educ
Outsource Diplomas Fulfillment	Yes	Yes	Yes	Yes	In-house by RO
Other Notes	Graduation office duplicates some work on Graduate level	No separate office to service graduate students	Graduation office duplicates some work on Graduate level	Graduation office duplicates some work on Graduate level	Graduation office duplicates some work on Graduate level

C. CACARAO Staffing Study

Topic: Registrar's Office Staffing Levels – July 2011

Study Question

Piedmont Baptist College Asked: We are considering hiring a support staff member for the Academic Office –mostly to help me out. I share an assistant with the Provost, but when there are two things that need to be done, the Provost always wins! My question is, approx. how many students do you have and how many people do you have in the Registrar's office (including anybody that helps the office in any way). My hope is that, along with other documentation, this info will help show that extra support is needed.

Institution:	Enrollment	Staff	Response
NC - Sand Hills Community College	4322	4	We had 4,322 registered curriculum students during this past spring semester. There are 4 of us in the Records and Registration Office.
NC – NC Wesleyan	Na	na	Back in 2001, Dr. Richards Rainsberger, who at that time was Coordinator of Admissions and Records at Central Virginia Community College, surveyed staffing in Registrar's Offices at 638 institutions. For all 638 institutions the ratio of total students to one full time staff member (excluding head of office) was 735. For 108 Bachelor's II institutions the ratio of total students to one full time staff member (excluding head of office) was 588. Old data but it might prove useful. I don't know if he ever published this information or not.
NC -Gardner Webb University	3700	6	Enrollment at GWU is approx. 3700 with 6 people in the registrar's office
NC – Greensboro College	1300	3	1300 students, 3 staff in the Registrar's office. I feel your pain! :-) At Greensboro College, the 3 of us evaluate transcripts and enter transfer credit, track missing transcripts for students admitted provisionally, state immunization letter series to students per information received about students not in compliance from our health services office, degree check sheets, graduation audits, (the latter two functions are still done manually after each grading period), enter the students' transfer credits, enrollment eligibility for VA benefit recipients and athletes, prepare the academic sections of the Catalog annually, complete the re-application for benefits for NCSAA annually, course scheduling and attendant classroom assignment, articulation agreements and course equivalency reviews, class roll reconciliation after each drop/add period, deans' list, probations/suspensions and handles the students' academic appeals after suspension, readmission inquiries, all aspects of graduation clearance, diploma orders/returns.
NC – Bennett College for Women	780	3	780 Enrollment, 3 people in the office
SC – Central Carolina Technical College	4300	3.5	We have 4300 student with a Records staff of three full-time (including myself) and one part-time person.
NC – Tri County Community College	1461	1	Very Much Needed! I'm a ONE person Registrar office with average 1461 CU enrolled.
SC – Trident Technical College	16,000	12	Trident Technical College has approximately 16,000 students with 12 permanent staff, including the Registrar. According to the numbers below I should be closer to 21 staff members.
NC – UNCSCA	1200	3	We have 1200 students. Besides the Registrar, there are two staff assistants, no Asst. or Assoc. Registrar, and one newly created business analyst position. The analyst position was created this past January because I was shouldering the entire functional implementation to Banner Student (go-live this fall), while

			<p>still performing my duties as Registrar.</p> <p>We perform all of the student records functions a normal registrar's office would. Our office also does the transfer articulation, verification of bulletin copy, certification of Veteran's benefits, graduation (start to finish including final audits), and I personally read and decide all of the residency reclassification applications (state school thing).</p>
NC – UNC-Asheville	3700	6	<p>We have 3700 students (headcount) and there are six of us in the Registrars Office. We do readmission applications, APC docs and catalog changes, all academic class scheduling, room assignments, residency, veterans, tuition surcharge, transcripts and all student record functions, enrollment verifications, NCAA cert, graduation, degree audit, all transfer credit/evaluations/articulation, Banner Student testing and upgrades, and the other usual day to day stuff that we all deal with.. I do not have a dedicated technical person as one of those positions.</p>
SC – Technical College of the Low Country	2788	4	<p>We have 2788 students for Fall 2010. We have four individuals including myself. One of the four helps for 25 hours per week with transfer of credit duties.</p>
NC – Carteret Community College	1850	2	<p>We had 1850 students in the spring and there were 2 people in the Registrar's Office. I am losing my Assistant and we don't know how long it will be before he is replaced, hopefully very soon.</p>
NC – Western Piedmont Community College	3200	4	<p>At WPCC, our fall enrollment was 3200 students, with four folks (including myself) in the Registrar's office.</p>
NC – Western Carolina University	10,000	15.5	<p>Western Carolina University has a headcount of approximately 10,000. There are 15.5 staff members including myself. Span of control is important when discussing staffing. Our Registrars Office is responsible for Transfer Articulation, and publishing our catalog which accounts for about 4.5 positions. I also have three technical positions.</p>
SC – College of Charleston	12,000	18	<p>The College of Charleston has a headcount of approximately 12,000 students. There are 18 full-time staff in the RO, including myself. We also have several temporary staff members who have served as back-fill and helped us get through our recent Banner, R25, Degree Works, BDMS and Cognos implementations and the increased manual data entry in the new systems. Our office is responsible for all transfer articulation, the publishing of our catalog, and all functions concerning degree audits (including scribing of degree requirements for each catalog year) and clearing for graduation. We have 2 technical/reporting positions included in the total.</p>
Campbell University	4200	7	<p>At Campbell University we have approximately 3,000 undergraduates and another 1,200 graduate and first-professional students enrolled on our main campus. There are seven of us in the Registrar's Office. Each of us has a full plate!</p>
Rowan Cabarrus CC	7300	5.5	<p>I am at Rowan-Cabarrus CC and we have approximately 7300 students. I oversee Admissions & Records and I have 4 full-time and one part-time person besides myself and we work hard!!</p>

D. UNC Comparative Study

Inclement Weather Make-up Days – Jan 13, 2011

Study Question WCU asked

- 1) Do you know of any GA or other requirements that days missed due to inclement weather need to be made up?
- 2) Please summarize your institution's practices associated with making up canceled classes.

Institution:	Response
Appalachian State University	ASU does not have a formal policy regarding the makeup of days missed due to inclement weather. Faculty are encouraged to utilize asUlearn (moodle) as a supplemental teaching method that could be utilized to makeup missed materials/test administration in the event of missed classes. The calendar/registration committee discussed having make up days and it was determined that we would build a few extra instructional days into our academic calendar instead. This seemed easier to manage and ensured that we were still meeting the required 75 class days per semester by GA.
East Carolina	Our Calendar Committee has viewed the GA requirement of 750 minutes per credit hour as a requirement that entire missed days should be made up (partial days should not). We had two partial days missed this week due to the winter weather, and will not require make up of that time missed. Our policy is available at the following url: http://www.ecu.edu/cs-acad/fsonline/senate/fscalend.cfm We designate days for make-up differently for fall and spring, but would always use the reading day(s) at the end of term as the first make-up date. We also have suggestions for faculty as to how they could make up time, without having a regular class meeting.
Elizabeth City State University	We do not have an official policy for inclement weather but we do have Reading Days (which are used for inclement weather if need be) that are built into the Calendar.
Fayetteville State University	
North Carolina A&T	The UNC policy on academic calendars requires that the academic calendar be structured to provide for a minimum of 75 class days per semester. I'm not aware of any other requirement that addresses class cancellations. We are looking at developing a policy to cover class cancellations due to inclement weather. We have a couple of extra class days built into our calendar and have never missed more than the number of built in days. Hope this helps.
North Carolina Central University	I am not aware of GA requirements to make up for missed days. NCCU does not have a policy in place to address this question. That said, our Academic Calendar has a few extra days in the semester beyond the 75 required days mandated by GA. Our Provost usually encourages the faculty to be creative in addressing this issue.
North Carolina State University	We do not have a policy either, and I would prefer no guidance from GA. The 750 minute rule is a bit outdated given the rise of Distance Education and hybrid courses. If I might add to this question, how do other schools set the calendar for compliance with the 750 minute rule. I think we might be going overboard, which might one factor our semester seems to be running longer than most other schools (plus new reading days and 7 days of exams excluding SAT/SUN). Do schools worry about classes that meet one day a week in complying with the 750 minutes. For example, do you ensure that there are at least 13 Mondays, Tuesdays, Wednesdays, Thursdays, and Fridays in the semester, or do you tend to focus on standard MWF and T/TH classes?
UNC Asheville	We appear to operate as Kelly [UNCG] mentioned and currently are with today being our first class day which is on a late start too

UNC Chapel Hill	
UNC Charlotte	Right now we leave it up to the faculty as to how they will make up the missed time.
UNC Greensboro	We have an Academic Recovery Plan, which maps out how a disruption to instruction could be managed, but this is when the school is closed longer than a week (but less than a month). We expect instructors will find a way to make up for "lost time," when it is a matter of a few snow days.
UNC Pembroke	I'll steal Kelly's [UNCG] words: We expect instructors will find a way to make up for "lost time," when it is a matter of a few snow days. No official plan in place, because, hey, "It's not supposed to snow in Pembroke!" Ha! Worst case, would be Saturday make ups....but for now, I'm going with Kelly.
UNC School of the Arts	I asked this question when I was planning for our change to semesters. I was told at that time it was not a GA requirement to make up canceled classes, so I'm interested in revisiting this topic. Our faculty assigns out-of-class work for whatever was missed due to the cancellation. We do not add classes on.
UNC Wilmington	Our academic calendar has a little extra time built in for cancelations. If we needed more we would use the reading day(s). This is more of an understanding than it is a policy, as far as I know.
Western Carolina University	Our academic calendar has 75 instructional days (including our exam days); 15 Monday, 15 Tuesdays, etc. We ask our faculty to compensate for missed instructional days in the manner most appropriate to the unique needs of their affected courses.
Winston Salem State University	

E. Revenue Generation

Document Fees & Graduation Fees

Registrar's Office; September 2011

Three Year History

Document Fees											
	201180	201150	201110	201080	201050	201010	200980	200950	200910	200880	
Doc Fee (2008)	72,174.16		33,457.73	35,643.55		32,299.14	34,738.14		30,541.15	32,918.10	Summer Fees - POT Detail
Doc Fee A (2058)		1,060.90			960.24			1.20			
Doc Fee B (2078)		13.20			9.60			902.80			
Doc Fee C (2098)		13.20			24.00			31.20			
Doc Fee D (2118)		4.00			20.40			0.00			
Doc Fee E (2138)		3,030.60			2,717.92			1,978.10			
Doc Fee F (2158)		0.00			0.00			0.00			
Doc Fee G (2178)		14.40			52.80			24.80			
Doc Fee H (2198)		32.40			19.20			31.20			
Doc Fee I (2218)		39.60			38.40			571.70			
Doc Fee J (2238)		256.20			360.88			1,205.20			
Doc Fee K (2258)		1,352.40			1,475.12			0.00			
Doc Fee L (2278)		10.80			0.00			0.00			
Doc Fee M (2298)		0.00			0.00			0.00			
Doc Fee (Total)	72,174.16	5,827.70	33,457.73	35,643.55	5,678.56	32,299.14	34,738.14	4,746.20	30,541.15	32,918.10	

Graduation Fees											
	201180	201150	201110	201080	201050	201010	200980	200950	200910	200880	
Grad Fee (5125)	17,100.00	12,060.00	35,700.00	19,770.00	13,650.00	36,900.00	13,980.00	-3,660.00	24,090.00	32,340.00	

The summer 2009 was the semester we implemented the online application for graduation. Fees were refunded to students who had paid but not yet submitted a paper application. The majority of these fees were recovered when the student submitted the online application for graduation. Fee had to be refunded to prevent them from assessing twice.